How's Work Going

Employee Survey 2004

NOVA SCOTIA

Public Service Commission

Evaluation and Audit

106-05088/

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ISBN: 0-88871-857-857-8

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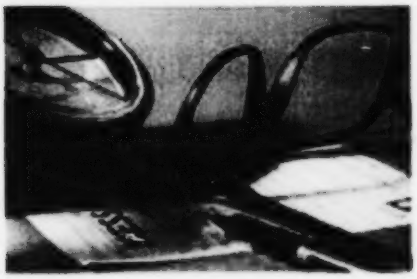

Executive Summary

This report contains the results of the Nova Scotia Public Service Commission's 2004 employee survey, "How's Work Going?". The survey results reveal strengths and areas for improvement that the Government of Nova Scotia can build on to strengthen the public service, thus enhancing government's effectiveness and service delivery to the public.

Purpose and Objectives

As a diagnostic tool, an employee survey allows government to assess the effectiveness of the work environment and its ability to engage and motivate employees and support a client-focused culture. This is accomplished by measuring employee opinions, perceptions, and beliefs in 10 areas: teamwork, communications, employee involvement, quality of work life, leadership, compensation and recognition, personal growth, diversity, safety and security, and recruitment and retention. Employees are provided with opportunities to share candid input through the survey and in response to survey results. An outline of strengths and opportunities for improvement are identified with the results, in order to support continuous improvement.

Service quality excellence and assuring a skilled, dedicated, motivated, and responsive public service are priorities for the Government of Nova Scotia. Meeting or exceeding client expectations relies on employees who are engaged, highly motivated, skilled, and focused. Employees who are engaged intend to stay with the organization, feel connected to the organizations goals and objectives, and are motivated in their jobs.[1] Employees feel supported and valued in an engaging work environment.

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[1] Parker, Owen and Wright, Liz. The Missing Link—Pay and Employee Commitment. *Ivey Business Journal*. January/February 2001

Why conduct an employee survey?

The Government of Nova Scotia conducted an employee survey in February 2004 in order to address several key questions related to the work environment:

- Are employees in the Government of Nova Scotia engaged—do they know how their work contributes to their department, are they motivated to help the organization succeed, and do they intend to stay with the organization?
- Are there differences among employee groups based on gender, age groups, or other demographic factors?
- What are areas of strength and where does government need to focus in order to make improvements to the work environment?
- What can government learn from this survey to help attract, retain, and motivate employees, in order to provide the highest quality of service possible for Nova Scotians?

Background

The survey project was led by the Evaluation and Audit division of the Public Service Commission (PSC); Sierra Systems Group collected the surveys and conducted statistical analysis. The survey was launched on February 16, 2004 with a return deadline of February 27, 2004. The survey was administered in both a web and paper format. All permanent civil servants, as well as NSGEU Local 480 (Department of Justice, Adult Corrections) and CUPE Local 1867 (Department of Transportation and Public Works, Highway Workers) employees were included in the scope of the survey project, representing 8,162 eligible participants as of December 1, 2003. The target response rate was 40%, which was surpassed with a response rate of 53%. Additionally, each department had a response rate in excess of 30%, and for some departments, as high as 60%. Demographic characteristics of the respondents were similar to the characteristics of the overall population.

Results in Brief

The overall survey results are highlighted in a table at the end of this summary. Of the 48 questions that were asked in the survey, 20 questions exceeded the target threshold of a 60% favourable response level and therefore were identified as areas of strength for government. Three questions generated favourable response levels of less than 40% and therefore, were identified as immediate areas of concern. There were 11 questions that generated a favourable response level between 40% and 50%, and were identified as opportunities for improvement. The remaining questions did not meet the target threshold of a 60% favourable response level in order to be considered an area of strength.

What are our strengths?

Employees feel that they work as a team. Seventy-two per cent of employees feel that their co-workers make an effort to help each other out. Sixty-seven per cent of employees feel that they work as part of a team.

Employees responded positively to questions regarding employee involvement. Sixty-two per cent of employees feel that they can provide input on decisions that affect their jobs. Sixty-five per cent of employees feel that their supervisor considers their work-related ideas.

Employees generally responded positively to questions about their supervisors. Sixty-eight per cent of employees feel that they can talk openly with their supervisor about their work.

Employees know how their work contributes to the department's overall purpose and priorities. Sixty-five per cent of employees report that they know how their work contributes to the department's purpose and priorities.

Employees feel that they can balance the demands of their personal lives with work demands; one exception is the management group. Employees also feel that they have the resources to do their jobs well. Sixty-eight per cent of employees feel that they can balance the demands of their work lives with the demands of their personal lives. Sixty-two per cent of employees feel that they have the resources to do their jobs well.

Employees feel safe in their jobs. Sixty-nine per cent of employees feel that their department creates a safe work environment.

Employees have a good understanding of their benefits program. Sixty-five per cent of employees feel they have a good understanding of their benefits program and 62% know who to contact about their benefits questions.

Employees feel that they have access to training opportunities, which they can apply to their jobs. Employees also feel that they have access to job postings. Sixty-five per cent of employees feel that they have access to training opportunities. Sixty-nine per cent of employees feel that they can apply what they have learned in training to their jobs. Seventy-one per cent of employees feel that they have access to job postings within the Government of Nova Scotia.

Employees feel that they have the communication they need in order to do their jobs, and that they know where to get information within the Government of Nova Scotia. Sixty per cent of employees feel that they receive the communication they need to do their jobs well. Sixty-three per cent of employees know where to get information within the Government of Nova Scotia in order to do their jobs well.

What are the opportunities for improvement?

More attention needs to be directed towards strengthening the strategic alignment between individual efforts and department objectives. Forty-nine per cent of employees report having received communications about their department's business plan in the past 12 months.

Employees expressed concerns regarding the process for resolving work-related ethical dilemmas or concerns. Forty-six per cent of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal.

More attention needs to be directed to effective leadership and strengthening the supports available to leaders. Forty-eight per cent of employees have confidence in their department leadership, and 48% feel that their supervisor manages conflict in their workgroup. Forty-six per cent of employees feel that their department leaders set a good example for employees. Thirty-six per cent of employees feel that senior management will try to resolve issues raised by the employee survey.

Employees expressed concerns regarding the fairness of their compensation. Forty-eight per cent of employees feel that they are compensated fairly for their jobs.

A negative perception regarding the application of merit hiring is influencing employee perceptions of career advancement opportunities within the Government of Nova Scotia. Thirty-eight per cent of employees perceive that hiring is based on merit within the Government of Nova Scotia; and 38% of employees also feel that they have opportunities for career advancement within the Government of Nova Scotia. Forty-nine per cent of employees see a future for their career working for the Government of Nova Scotia.

A substantial portion of employees indicate they are not planning on staying with the Government of Nova Scotia. Forty-four per cent of employees report that they intend to stay with the government for the next 5 years, and 44% also intend to stay for the next 10 years.

More attention needs to be directed towards the commitment by departments to diversity. Forty-six per cent of employees feel that their department values diversity. In certain areas, such as diversity, results indicate that employees neither agree nor disagree with the questions being asked. As an example, over 20% of employees report neutral feelings about diversity.

Highlights of recommendations follow on pages 7 and 8.

Engagement and Motivation in the Government Work Environment

Employees who are engaged intend to stay with an organization, feel connected to the organization's goals and objectives, and are motivated in their jobs[2]. Our research suggests that Nova Scotia government employees are, generally, neither actively engaged nor actively disengaged from their work environment. This is commonly referred to as the "massive middle" and is a trend that extends beyond the work environment of the Government of Nova Scotia.

This "massive middle," as referred to by Towers Perrin, is only moderately engaged and could slide toward the wrong end of the engagement scale, ending up actively disengaged. Towers Perrin found that just under one-fifth of respondents, in their study of 35,000 employees, are reported as highly engaged, and an equal number are disengaged. They state that strengthening the engagement of the "massive middle," "may be the most critical task virtually every employer faces today."[3]

Specifically, questions that assessed motivational factors in the Government of Nova Scotia employee survey generated results that were in the middle range; on average about half of respondents responded favourably. In addition, results indicate that less than half of the respondents intend to stay with the Government of Nova Scotia for the next 5 years, and the same is true when asked about staying for the next 10 years. Finally, the most positive result is that respondents report knowing how their work contributes to their department's overall priorities/purpose, and receiving the communications they need in order to do their jobs well. Based on this information, indications are that the government work environment does not completely engage employees.

What Are the Next Steps?

Information collected in the 2004 employee survey will benefit government in many ways. In working with departments and employees, government can use the survey results, along with complementary information and research, to plan an approach to improve the Nova Scotia government work environment. In addition to follow-up efforts to identify areas of best practice, it is recommended that departments engage in additional discussions with employees to understand their opinions and to highlight how government might act to address the concerns reported in the employee survey. Results from the survey reinforce the need for action in areas that are in progress within government, such as development of a corporate human resources strategy. Results also provide data to support business and strategic planning throughout government.

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[2] Parker and Wright (2001)

[3] Towers Perrin (2003). *Working Today: Understanding What Drives Employee Engagement—The 2003 Towers Perrin Talent Report*

The most critical response for government, once they have received results of the employee survey, is action planning. It is at this stage that leaders should demonstrate their commitment to action and solutions. Deputy Ministers, senior management teams, and employee groups need to take ownership of the results, commit to understanding them, and seek solutions to resolve issues expressed in the survey. The commitment to positive change needs to be evident throughout government. Employees and management need to jointly focus on positive action.

Suggested steps include communicating the survey results and the commitment to action. More specifically, we suggest that the PSC facilitate the development of an employee survey advisory group to monitor the development and implementation of survey action plans. This group should also ensure that progress reports and the organizational response to the survey are communicated regularly.

The response to the results should be undertaken in a coordinated, timely, inclusive, and transparent manner. Senior managers need to keep employees informed about what is happening, what they as leaders intend to accomplish, and what they have achieved to date and to remind employees why it is important.

The process of creating survey action plans should start with prioritizing the issues to be addressed. Highlights of recommendations follow on pages 7 and 8, and Appendix A includes the recommendations ranked according to the lowest favourable scores. These recommendations and the list of employee issues are an important starting point for planning.

Departments should be encouraged to act on concerns expressed in the survey and advise the PSC where key issues may require an organization-wide response or action. Identifying issues that have readily available solutions, and outlining how they could be implemented, is a critical next step. Government should respond and act quickly, where possible, and communicate these actions to employees. Issues that require further investigation should also be identified. If required, management should explain in an open manner when and why they cannot meet employees' expectations in a particular area.

The survey results can help identify problems or issues. Some issues are more complex than others and need to be further explored and understood through activities such as brainstorming sessions, focus groups, best-practice reviews, and/or additional research. Employee input in the action planning process can be a valuable source of information to supplement and clarify results of the survey.

Survey action plans should incorporate the following: a brief description of the problem or issue being addressed, planned objectives and targets, strategies for how these objectives will be achieved with detail actions, the name of the person assigned responsibilities, and a brief description of how the action plan's effectiveness will be monitored. It may be appropriate to test proposed solutions through pilot studies prior to implementation.

As this is the first survey of employee opinion, belief, and perceptions, these results can serve as a baseline to be used to measure progress over time. A commitment to action, regular reporting of progress, and reassessment of employees' opinions are an essential continued response to these findings. At the government-wide level, the results should contribute to a corporate human resource plan and should be reflected in future corporate and department business plans. The results should also contribute to goal setting and the performance management process throughout government.

Highlights of Recommendations

Overall

- It is recommended that the response to results be undertaken in a coordinated, timely, inclusive, and transparent manner. The creation of an advisory committee to help coordinate this effort is recommended.
- Leaders should demonstrate their commitment to action and solutions.
- Regular reporting of progress, and reassessment of employee opinions on an annual basis, are recommended.
- It is recommended that government conduct further analysis to understand employee perceptions, beliefs, and opinions, by engaging in discussions with employees in each department. Government should also explore with employees how to address concerns raised in the survey.
- Employees should be involved in the process of creating solutions in response to the issues.
- It is recommended that government incorporate the results of the survey, and related follow-up information to actions in progress within government, such as the corporate human resources strategy.
- The results of the survey should be used to support business and strategic planning throughout government.
- Government should celebrate and continue building on areas identified as strengths.
- It is recommended that information collected in the employee survey help direct the PSC's evaluation and audit activities.

Leadership

- More attention should be directed towards effective leadership and strengthening employee confidence in the leadership group by addressing issues raised in this survey.
- Government should explore and seek to understand employees perceptions, beliefs and opinions in the area of leadership.
- The causes for employee concerns about their supervisor's abilities to manage conflict needs to be identified. If appropriate, training and adequate support must be provided to supervisors so they are able to manage workgroup conflict.

Merit and Perceptions of Career Advancement

- The PSC, on behalf of government, should carry on with merit/staffing audits as outlined in the PSC's 2004–2005 business plan.
- As well, government should conduct further analysis to understand employee perceptions, beliefs, and opinions about government's merit hiring and career advancement.

Retention

- Government should consider demographic differences in employee's work expectations when designing and implementing retention strategies. As an example, MCP and PR pay plan employees highlighted work-life balance and personal growth as areas of concern.
- Government should seek to understand employee perceptions, beliefs, and opinions about their intentions to stay with government and related retention issues.

Workplace Ethics

- Government should examine why employees expressed concerns about reporting ethical concerns and conflicts and should implement and communicate a process that could address these issues.

Diversity

- Government should explore and seek to understand why employees have concerns about their department's commitment to diversity.
- The PSC should strengthen its support and monitoring role by establishing guidelines for the reporting of department affirmative action plans and by auditing and evaluating departments' progress.

Compensation and Recognition

- Government should seek to understand why employees report concerns regarding the fairness of their compensation relative to the jobs they perform, by conducting further analysis.

Communication

- To promote an accurate understanding of department priorities and purposes, departments should ensure that employees have received communications regarding their department's business plan, in a format that is appropriate for their needs. Employees should also seek out this information.

We used the following scale to interpret the results and identify areas as strengths, areas for improvements, or areas that require immediate attention.

Interpretation	**Score**
Strength	Favourable Scores >60%
Area for Improvement	Favourable Scores between 40-50%
Area Requires Immediate Attention	Favourable Scores <40%

Detailed Results by Question

Category	**Question**	**% Favourable**	**% Neutral**	**% Unfavourable**	**% Non-Response**
Teamwork	**Q1**	72.0	**2.4**	**24.7**	**0.9**
	Q2	67.2	**4.3**	**26.7**	**1.8**
	Q3	**54.4**	**12.5**	**28.7**	**4.4**
Employee Involvement	**Q4**	61.7	**5.5**	**31.7**	**1.2**
	Q5	65.3	**6.0**	**26.6**	**2.0**
	Q6	**50.6**	**11.4**	**35.8**	**2.2**
Communications	**Q7**	48.8	**9.5**	**35.2**	**6.6**
	Q8	64.5	**8.3**	**24.8**	**2.5**
	Q9	60.1	**7.8**	**30.2**	**2.0**
	Q10	**58.3**	**8.4**	**31.5**	**1.7**
	Q11	**52.6**	**7.6**	**35.6**	**4.1**
	Q12	**56.3**	**9.1**	**32.1**	**2.4**
	Q13	63.2	**8.9**	**25.4**	**2.5**
Workplace Ethics	**Q14**	**58.8**	**9.0**	**28.9**	**3.4**
	Q15	46.3	**12.9**	**34.7**	**6.2**
Quality of Work Life	**Q16**	**53.6**	**14.1**	**30.6**	**1.8**
	Q17	62.3	**6.3**	**30.4**	**1.0**
	Q18	68.0	**6.4**	**24.5**	**1.1**
Compensation and Recognition	**Q19**	47.9	**5.3**	**45.7**	**1.1**
	Q20	**53.5**	**9.3**	**35.6**	**1.6**
	Q21	**56.5**	**10.1**	**31.3**	**2.1**
Benefits	**Q22**	65.0	**10.2**	**21.7**	**3.8**
	Q23	[illegible]	**6.1**	**26.4**	**5.6**

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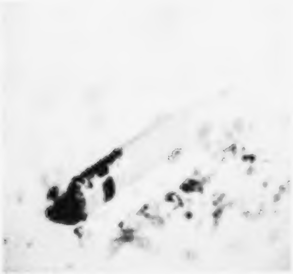
	Q8	64.5	8.3	24.8	2.5
	Q9	60.1	7.8	30.2	2.0
	Q10	58.3	8.4	31.5	1.7
	Q11	52.6	7.6	35.6	4.1
	Q12	56.3	9.1	32.1	2.4
	Q13	63.2	8.9	25.4	2.5
Workplace Ethics	Q14	58.8	9.0	28.9	3.4
	Q15		12.9	34.7	6.2
Quality of Work Life	Q16	53.6	14.1	30.6	1.8
	Q17	62.3	6.3	30.4	1.0
	Q18	68.0	6.4	24.5	1.1
Compensation and Recognition	Q19		5.3	45.7	1.1
	Q20	53.5	9.3	35.6	1.6
	Q21	56.5	10.1	31.3	2.1
Benefits	Q22	65.0	10.2	21.7	3.8
	Q23	61.9	6.1	26.4	5.6

Category	Question	% Favourable	% Neutral	% Unfavourable	% Non-Response
Leadership	**Q24**	**68.3**	**3.7**	**27.0**	**0.9**
	Q25		**14.8**	**35.8**	**3.1**
	Q26		**12.5**	**37.6**	**1.9**
	Q27		**14.9**	**33.9**	**3.7**
	Q28	**36.1**	**16.5**	**39.1**	**8.3**
Personal Growth	**Q29**	**65.4**	**5.1**	**28.1**	**1.5**
	Q30	**55.7**	**15.5**	**26.8**	**2.0**
	Q31	**69.3**	**7.8**	**21.0**	**1.9**
	Q32	**38.4**	**13.6**	**43.6**	**4.5**
	Q33	**58.0**	**9.7**	**31.3**	**1.0**
Diversity	**Q34**	**50.0**	**20.4**	**23.5**	**6.1**
	Q35	**58.8**	**12.6**	**25.5**	**3.1**
	Q36		**24.8**	**21.1**	**7.8**
Safety	**Q37**	**69.3**	**5.3**	**24.3**	**1.0**
	Q38	**70.9**	**4.6**	**23.4**	**1.2**
	Q39	**61.1**	**10.1**	**23.3**	**5.5**
	Q40	**69.6**	**3.4**	**22.5**	**4.5**
Retention	**Q41**	**50.6**	**15.4**	**32.0**	**2.0**
	Q42		**8.3**	**21.1**	**26.5**
	Q43		**15.5**	**28.9**	**6.9**
	Q46		**13.0**	**31.9**	**9.5**
Other	**Q44**	**38.3**	**14.9**	**40.4**	**6.5**
	Q45	**71.0**	**4.4**	**22.6**	**2.1**
	Q47	**77.9**	**1.5**	**19.3**	**1.3**
	Q48		**15.6**	**26.5**	**11.3**

Category	Question	% Favourable	% Neutral	% Unfavourable	% Non-Response
Leadership	Q24	68.3	3.7	27.0	0.9
	Q25	46.4	14.8	35.8	3.1
	Q26	47.9	12.5	37.6	1.9
	Q27	47.5	14.9	33.9	3.7
	Q28	36.1	16.5	39.1	8.3
Personal Growth	Q29	65.4	5.1	28.1	1.5
	Q30	55.7	15.5	26.8	2.0
	Q31	69.3	7.8	21.0	1.9
	Q32	38.4	13.6	43.6	4.5
	Q33	58.0	9.7	31.3	1.0
Diversity	Q34	50.0	20.4	23.5	6.1
	Q35	58.8	12.6	25.5	3.1
	Q36	46.3	24.8	21.1	7.8
Safety	Q37	69.3	5.3	24.3	1.0
	Q38	70.9	4.6	23.4	1.2
	Q39	61.1	10.1	23.3	5.5
	Q40	69.6	3.4	22.5	4.5
Retention	Q41	50.6	15.4	32.0	2.0
	Q42	44.0	8.3	21.1	26.5
	Q43	48.8	15.5	28.9	6.9
	Q46	45.6	13.0	31.9	9.5
Other	Q44	38.3	14.9	40.4	6.5
	Q45	71.0	4.4	22.6	2.1
	Q47	77.9	1.5	19.3	1.3
	Q48	46.5	15.6	26.5	11.3



Chapter 1
Introduction

As a diagnostic tool, an employee survey allows government to assess the effectiveness of the work environment and its ability to engage and motivate employees and support a client-focused culture. This is accomplished by measuring employee opinions, perceptions, and beliefs in 10 areas: teamwork, communications, employee involvement, quality of work life, leadership, compensation and recognition, personal growth, diversity, safety and security, and recruitment and retention. Employees are provided with opportunities to share candid input in the survey and in response to survey results. Strengths and opportunities for improvement are identified with the results, in order to support continuous improvement.

Service quality excellence and assuring a skilled, dedicated, motivated, and responsive public service are priorities for the Government of Nova Scotia. Meeting or exceeding client expectations relies on employees who are engaged, highly motivated, skilled, and focused. Employees who are engaged intend to stay with the organization, feel connected to the organization's goals and objectives, and are motivated in their jobs.[1] Employees feel supported and valued in an engaging work environment.

Why conduct an employee survey?

The Government of Nova Scotia conducted an employee survey in February 2004 in order to address several key questions related to the work environment:

- Are employees in the Government of Nova Scotia engaged—do they know how their work contributes to their department, are they motivated to help the organization succeed, and do they intend to stay with the organization? Are there differences among employee groups based on gender, age groups, or other demographic factors?
- What are areas of strength and where does government need to focus in order to make improvements to the work environment?
- What can government learn from this survey to help attract, retain, and motivate employees, in order to provide the highest quality of service possible for Nova Scotians?

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[1] Parker, Owen, and Liz Wright. "Pay and Employee Commitment: The Missing Link." *Ivey Business Journal* 65, no. 3 (January/February 2001).

How can the results of the employee survey be used in government?

Results from the survey should be integrated into the strategic planning process and into the design of new, or redesign of existing, human resources management strategies, policies, programs, and services. With regards to strategic planning, results from an employee survey support an internal assessment, as well as establishment, monitoring, and tracking of performance measures.

Where are we now?	**Internal/External Assessment**	**Survey**
Where do we want to be?	**Mission/Vision**	
How do we get there?	**Goals/Objectives** **Action Plans**	
How do we measure our progress?	**Performance Measures** **Monitoring and Tracking**	**Survey**

As this is the first survey of employee opinion, belief, and perceptions, the results serve as a baseline to be used to measure progress over time. A commitment to action, regular reporting of progress, and reassessment of employee opinions are an essential continued response to the findings.

Chapter 2
Methodology

What questions did the "How's Work Going" employee survey ask?

A custom-designed survey instrument, developed by the Public Service Commission,[2] measured employee opinions, perceptions, and beliefs about the work environment. The survey consisted of 50 questions, divided in the following 10 categories:

- teamwork
- employee involvement
- communications
- quality of work life
- compensation and recognition
- leadership
- personal growth
- diversity
- safety and security
- recruitment and retention

(See Appendix B for detailed survey questions.)

Each question was followed by two Likert-type scales. The first scale measured level of agreement with the survey question, on a five-point scale (1-strongly disagree, 2-somewhat disagree, 3-neither agree nor disagree, 4-somewhat agree, 5-strongly agree). The second scale measured level of importance of the survey item, on a five-point scale (1-not important, 2-somewhat important, 3-important, 4-very important, 5-critical).

Survey respondents were asked to identify the following demographic information: their department, age, years of employment experience, gender, diversity status, job level, and pay plan.

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[2] A comprehensive literature review, review of measurement tools, and review of private and public sector surveys were conducted to assist development of the survey instrument.

Who did we survey?

All permanent civil servants and NSGEU Local 480 (Department of Justice, Adult Corrections) and CUPE Local 1867 (Department of Transportation and Public Works, Highway Workers) employees were included in the scope of this project, representing 8,162 eligible participants as of December 1, 2003.[3]

A census population approach was utilized to establish a comprehensive baseline of information to be used for future comparisons. All 8,162 eligible participants were sent survey packages to complete.

Of the survey population, 49% were female and 51% were male. The average years of service for the population was 11.3 years, and the average age was 47 years old. Employees were located in various locations across the Province of Nova Scotia.[4]

How was the survey administered?

The survey was launched on February 16 with a return deadline of February 27, 2004. Pre-survey employee communications, in the form of posters and e-mail memos from Deputy Ministers, encouraged employees to participate.

The survey was administered in both website and paper format. Each employee received a survey package via interdepartmental mail, which included a paper copy of the survey, an instructions handout, and a stamped, addressed return envelope.

The web survey was hosted on the external Government of Nova Scotia website, as not all government employees had access to the government intranet. To ensure the integrity of the survey data, access to the web survey required password protection. A survey code printed on each survey served as the password for the web and ensured that multiple surveys were not submitted by the same employee. To ensure that employees' responses were anonymous and confidential, survey codes were randomly assigned, printed on the paper surveys, and sealed in envelopes before being sent to the government mailroom for distribution to employees. This process ensured that it would be impossible to track a survey code to an individual employee.

[3] Eligible as of December 1, 2003.

[4] This information was accurate as of December 1, 2003.

How did we collect and analyse the survey data?

Sierra Systems Group was selected as our statistical analysis partner. In the Government Standing Offer, Sierra Systems had identified a local employee who was an expert on data and statistical analysis. The Sierra Systems consultant reviewed the survey instrument, received all completed surveys, prepared the data for analysis, and conducted statistical analysis with the Evaluation and Audit division of the PSC.

The following types of analysis were conducted with the survey results: calculation of the frequency of responses, calculation of the frequency of responses according to demographic information, comparisons and tests among survey categories, and reliability assessments.

Frequencies: For each question, we calculated the number of times that a particular response was provided. In presenting the data results for this report, we simplified the reporting by rounding the data tables to the nearest number and collapsing the groupings in the following manner:

Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
Favourable Score		Neutral Score	Unfavourable Score	

We used the following scale to interpret the results and identify areas as strengths, areas for improvements, or areas that required immediate attention. We believe this will be a useful scale when prioritizing action plans.

Interpretation	Score
Strength	Favourable Scores >60%
Area for Improvement	Favourable Scores between 40-50%
Area Requires Immediate Attention	Favourable Scores <40%

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Strength	Favourable Scores >60%
	Favourable Scores between 40-50%
Area Requires Immediate Attention	Favourable Scores <40%

The scoring framework outlined in the table above was developed to assist interpretation of the results. As this is the first government-wide survey, we felt it was important to highlight areas as strengths when more than 60% of respondents reported favourably. We also felt it was important to highlight areas that required improvements. Favourable scores of less than 50% and greater than 40%, identified opportunities for improvements. Areas that require immediate attention were identified by favourable scores below 40%. As we progress with future employee surveys, we will refine our criteria as appropriate.[5]

Comparisons: The overall results were compared to other surveys and relevant research. However, since we are comparing the employee survey results to similar questions but not "identical" questions, our comparisons are rough benchmarks. The influence of wording, timing, and survey methodologies limits our ability to compare to other jurisdictions with absolute assurance.

Testing among dimensions for statistical significance: Our focus was on identifying "substantive" relationships among categories in the survey, where the correlation coefficient was at a 0.6 level or above. The 0.6 level was chosen, as it signifies a strong, positive relationship between questions.[6]

The overall results are reported in Volume I of this report. Detailed survey results, presented by department/organization, are available in Volume II of this report.

Reliability Assessment: The reliability of the survey instrument was tested using Cronbach's Alpha measure. A reliable survey tool should obtain an alpha score of 0.70 and above.[7] The alpha reliability score for our employee survey tool was 0.93.

Who responded to our survey?

Our target overall response rate was 40%, which we surpassed with an overall response rate of 53%. Specifically, of the 8,135 eligible respondents[8], we received 4,334 returned surveys. Response rates in each department surpassed our target of 30%, with some rates higher than 60%. The following table outlines the response rate by department/organization.

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[5] The interpretation scale is similar to one used in the Government of Saskatchewan 2003 Employee Survey.

[6] The Pearson correlation coefficient ranges from -1.0 to +1.0, the closer the value is to +1.0, the relationship is interpreted as a strong, positive relationship. In other words, as the number of agreement responses in one question area increases, the number of agreement responses in the other related question area will also increase.

[7] Charter and Feldt (2003). "Estimating the Reliability of a Test Split into Two Parts of Equal or Unequal Length." *Psychological Methods* 8, no. 1, 102-109.

[8] Of the 8,162 surveys that were sent out, 27 were returned and deemed undeliverable (due to individuals leaving government as an example), leaving a total population of 8,135. Of these 8,135 surveys, 4,334 were returned.

Department	Number of Respondents	Eligible Employees[9]	Response Rate
Agriculture and Fisheries	256	419	61.1%
Communications Nova Scotia	47	94	50.0%
Community Services	527	969	54.4%
Education	152	292	52.1%
Environment and Labour	284	414	68.6%
Finance	96	189	50.8%
Health	297	571	52.0%
Justice	577	1,151	50.1%
Natural Resources	407	586	69.5%
Public Prosecution Service	44	128	34.4%
Service Nova Scotia and Municipal Relations	387	796	48.6%
Tourism, Culture and Heritage	106	191	55.5%
Transportation and Public Works	855	1938	44.1%
Other	247	424	58.3%
Employees who did not indicate their department	52		
Returned surveys-deemed undeliverable		-27	
Total Responses	4,334	8,135	53.3%

As highlighted in the above table, Transportation and Public Works employees, who made up the largest portion of the population group, also made up the largest respondent group with 855 respondents, or 20% of our total survey responses. The Department of Justice, which made up the second-largest portion of the population group, is also the second-largest group of respondents, with 577 respondents, approximately 13% of our total survey responses. The Department of Community Services, which made up the third-largest portion of the population group, is the third-largest respondent group, making up 12% of our responses, with 527 respondents.

Demographic characteristics of the respondent group were similar to those found in our overall survey population. Further details are included in Appendix C.

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[9] Eligible as of December 1, 2003

Chapter 3
Overall Results

Our focus in this chapter is on the overall employee survey results across the Government of Nova Scotia. Information concerning specific department/organization results is reported in Volume II of this report.

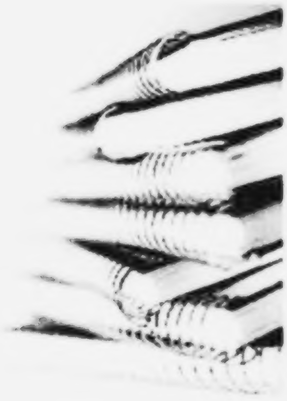
As the table below demonstrates, there were 20 areas of strength, 11 areas that indicate opportunities for improvement, and 3 areas that require immediate attention.

Interpretation	Score	Results
Strength	Favourable Scores >60%	20 questions indicated areas of strength
Area for Improvement	Favourable Scores between 40-50%	11 questions indicated opportunities for improvement
Area Requires Immediate Attention	Favourable Scores <40%	3 questions indicated areas that require immediate attention

The following table outlines the frequency of responses, in percentages, for each question on the survey. As the shading indicates, and as mentioned above, many areas of strength and several opportunities for improvement were identified in the results.

Detailed Results by Question

Category	Question	% Favourable	% Neutral	% Unfavourable	% Non-Response
Teamwork	Q1	72.0	2.4	24.7	0.9
	Q2	67.2	4.3	26.7	1.8
	Q3	54.4	12.5	28.7	4.4
Employee Involvement	Q4	61.7	5.5	31.7	1.2
	Q5	65.3	6.0	26.6	2.0
	Q6	50.6	11.4	35.8	2.2
Communications	Q7	48.8	9.5	35.2	6.6
	Q8	64.5	8.3	24.8	2.5
	Q9	60.1	7.8	30.2	2.0
	Q10	58.3	8.4	31.5	1.7
	Q11	52.6	7.6	35.6	4.1
	Q12	56.3	9.1	32.1	2.4
	Q13	63.2	8.9	25.4	2.5
Workplace Ethics	Q14	58.8	9.0	28.9	3.4
	Q15	46.3	12.9	34.7	6.2
Quality of Work Life	Q16	53.6	14.1	30.6	1.8
	Q17	62.3	6.3	30.4	1.0
	Q18	68.0	6.4	24.5	1.1
Compensation and Recognition	Q19	47.9	5.3	45.7	1.1
	Q20	53.5	9.3	35.6	1.6
	Q21	56.5	10.1	31.3	2.1
Benefits	Q22	65.0	10.2	21.7	3.8
	Q23	61.9	6.1	26.4	5.6



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	Q2	67.2	4.3	26.7	1.8
	Q3	54.4	12.5	28.7	4.4
Employee Involvement	Q4	61.7	5.5	31.7	1.2
	Q5	65.3	6.0	26.6	2.0
	Q6	50.6	11.4	35.8	2.2
Communications	Q7		9.5	35.2	6.6
	Q8	64.5	8.3	24.8	2.5
	Q9	60.1	7.8	30.2	2.0
	Q10	58.3	8.4	31.5	1.7
	Q11	52.6	7.6	35.6	4.1
	Q12	56.3	9.1	32.1	2.4
	Q13	63.2	8.9	25.4	2.5
Workplace Ethics	Q14	58.8	9.0	28.9	3.4
	Q15		12.9	34.7	6.2
Quality of Work Life	Q16	53.6	14.1	30.6	1.8
	Q17	62.3	6.3	30.4	1.0
	Q18	68.0	6.4	24.5	1.1
Compensation and Recognition	Q19		5.3	45.7	1.1
	Q20	53.5	9.3	35.6	1.6
	Q21	56.5	10.1	31.3	2.1
Benefits	Q22	65.0	10.2	21.7	3.8
	Q23	61.9	6.1	26.4	5.6

Category	Question	% Favourable	% Neutral	% Unfavourable	% Non-Response
Leadership	Q24	68.3	3.7	27.0	0.9
	Q25		14.8	35.8	3.1
	Q26		12.5	37.6	1.9
	Q27		14.9	33.9	3.7
	Q28	36.1	16.5	39.1	8.3
Personal Growth	Q29	65.4	5.1	28.1	1.5
	Q30	55.7	15.5	26.8	2.0
	Q31	69.3	7.8	21.0	1.9
	Q32	38.4	13.6	43.6	4.5
	Q33	58.0	9.7	31.3	1.0
Diversity	Q34	50.0	20.4	23.5	6.1
	Q35	58.8	12.6	25.5	3.1
	Q36		24.8	21.1	7.8
Safety	Q37	69.3	5.3	24.3	1.0
	Q38	70.9	4.6	23.4	1.2
	Q39	61.1	10.1	23.3	5.5
	Q40	69.6	3.4	22.5	4.5
Retention	Q41	50.6	15.4	32.0	2.0
	Q42		8.3	21.1	26.5
	Q43		15.5	28.9	6.9
	Q46		13.0	31.9	9.5
Other	Q44	38.3	14.9	40.4	6.5
	Q45	71.0	4.4	22.6	2.1
	Q47	77.9	1.5	19.3	1.3
	Q48		15.6	26.5	11.3

Appendix D provides details regarding relationships among survey categories, stated in terms of correlation scores. For a detailed list of survey questions, please refer to Appendix B.

Category	Question	% Favourable	% Neutral	% Unfavourable	% Non-Response
Leadership	Q24	68.3	3.7	27.0	0.9
	Q25	46.4	14.8	35.8	3.1
	Q26	47.9	12.5	37.6	1.9
	Q27	47.5	14.9	33.9	3.7
	Q28	36.1	16.5	39.1	8.3
Personal Growth	Q29	65.4	5.1	28.1	1.5
	Q30	55.7	15.5	26.8	2.0
	Q31	69.3	7.8	21.0	1.9
	Q32	38.4	13.6	43.6	4.5
	Q33	58.0	9.7	31.3	1.0
Diversity	Q34	50.0	20.4	23.5	6.1
	Q35	58.8	12.6	25.5	3.1
	Q36	46.3	24.8	21.1	7.8
Safety	Q37	69.3	5.3	24.3	1.0
	Q38	70.9	4.6	23.4	1.2
	Q39	61.1	10.1	23.3	5.5
	Q40	69.6	3.4	22.5	4.5
Retention	Q41	50.6	15.4	32.0	2.0
	Q42	44.0	8.3	21.1	26.5
	Q43	48.8	15.5	28.9	6.9
	Q46	45.6	13.0	31.9	9.5
Other	Q44	38.3	14.9	40.4	6.5
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	Q47	77.9	1.5	19.3	1.3
	Q48	46.5	15.6	26.5	11.3

Appendix D provides details regarding relationships among survey categories, stated in terms of correlation scores. For a detailed list of survey questions, please refer to Appendix B.

Results

Teamwork

What are the strengths?

Employees feel that they work as part of a team. Seventy-two per cent of employees feel that their co-workers make an effort to help each other out. Sixty-seven per cent of employees feel that they work as part of a team.

What are the opportunities for improvement?

Fifty-four per cent of employees feel that shared goals are developed for their workgroup, which did not meet the target threshold of 60% in order to be considered a strength.

> **Recommendation 1** — It is recommended that the Government of Nova Scotia identify opportunities for continuous improvement, in order to continue building this area of strength.

Employee Involvement

What are the strengths?

Employees responded positively to questions regarding employee involvement. Sixty-two per cent of employees feel that they can provide input on decisions that affect their jobs. Sixty-five per cent of employees feel that their supervisor considers their work-related ideas.

What are the opportunities for improvement?

Fifty-one per cent of employees feel that they can provide input into decisions that are made in their department.

> **Recommendation** — please refer to Recommendation 1.

Communications

What are the strengths?

Employees know how their work contributes to the department's overall purpose and priorities. Sixty-five per cent of employees report that they know how their work contributes to their department's purpose and priorities. Employees also feel that they have the communications they need in order to do their jobs and that they know where to get information within the Government of Nova Scotia. Sixty per cent of employees feel that they receive the communications they need to do their jobs well, and sixty-three per cent of employees know where to get information within the Government of Nova Scotia in order to do their job well.

What are the opportunities for improvement?

More attention needs to be directed to strengthening the strategic alignment between individual efforts and departmental objectives.

Employees report that they understand how their work contributes to their department's overall purpose and priorities and that they receive the communications they need in order to do their jobs. However, less than half, 49%, of employees received communications about their department's business plan in the past 12 months. This is an indicator that individual efforts and department goals may not be strategically aligned. It may be beneficial to ensure that employees receive specific business plan information in order to promote an accurate understanding of the department's priorities and purpose.

There were also four areas within communications that did not meet the target threshold of 60% and therefore, are not considered areas of strength. As an example, 56% of employees feel that work-related information is shared in their department.

> **Recommendation 2** — To promote an accurate understanding of the department's priorities and purpose, it is recommended that departments ensure that employees receive communications regarding their business plan, in a format that is appropriate for their needs. Employees should also seek out this information.

Workplace Ethics

What are the strengths?

Results did not meet the target threshold of 60% in order to be considered an area of strength.

What are the opportunities for improvement?

Fifty-nine per cent of employees feel that they know the process for getting help to resolve workplace ethical dilemmas or conflicts. This result did not meet the target threshold of 60%, and is not considered a strength.

Employees expressed concerns regarding the process for resolving work-related ethical dilemmas or concerns. Employees report knowing the process for resolving work-related ethical concerns or conflicts; however, less than half, 46%, of respondents are confident that they can report those concerns without fear of reprisal.

> **Recommendation 3** — It is recommended that the government examine why employees expressed concern about reporting ethical concerns and conflicts. Government should also develop, implement, and communicate a process that could address these issues.

Quality of Work Life

What are the strengths?

Employees feel that they can balance the demands of their personal lives with work demands; one exception is the management group. Employees also feel that they have the resources required to do their jobs well. Sixty-eight per cent of employees feel that they can balance the demands of their work lives with the demands of their personal lives. Sixty-two per cent of employees feel that they have the resources to do their jobs well.

What are the opportunities for improvement?

Fifty-four per cent of employees feel that they are provided with support to balance their work and family lives. This result did not meet the target threshold of 60% in order to be considered a strength.

> **Recommendation** — Please refer to Recommendation 1.

Compensation/Recognition

What are the strengths?

Results did not meet the target threshold of 60% in order to be considered an area of strength.

What are the opportunities for improvement?

Employees expressed concerns regarding the fairness of their compensation.

Compensation is also a concern for employees; 48% report that they are compensated fairly for their jobs. Compensation has been identified as a key driver of employee engagement[9]. What drives employee satisfaction with their compensation? Research suggests that for employees to be satisfied, they need to believe the pay they receive is fair in relation to the work they do and believe that their pay compares favourably to the market for people doing the same work in similar circumstances. Pay procedures are more likely to be perceived as fair if they are consistently applied to all employees, employee participation is included, appeals procedures are available, and the data used is accurate.[10] Comments received by employees were regarding pay equity for similar work and with other levels of government. Employees also expressed concern over the fairness of internal policies that restrict the compensation for successful internal candidates when promoted to a new job, and they commented that these policies are not applied to external candidates.

> **Recommendation 4** — Government should explore and seek to understand why employees report concerns regarding the fairness of their compensation relative to the jobs they perform.
>
> In exploring the source(s) of employees' concerns about the fairness of their compensation, government should consider that pay procedures are more likely to be perceived as fair if they are consistently applied to all employees, employee participation is included, appeals procedures are available, and the data used is accurate. These elements need to be reinforced by the PSC and departments.

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[9] Parker and Wright (2001)

[10] Milkovich and Newman (1999). *Compensation*. Boston: Irwin McGraw-Hill, pp. 55-56.

Leadership

What are the strengths?

Employees feel positive about their supervisors. Sixty-eight per cent of employees feel that they can talk openly with their supervisor about their work.

What are the opportunities for improvement?

More attention needs to be directed to effective leadership and strengthening the supports available to leaders.

Employees also report concerns with regards to leadership; 48% of respondents have confidence in the leaders in their department, and 46% or respondents feel that leaders set a good example for employees. (The survey does not answer why employees feel this way; however, results indicate that employee perceptions of government's internal hiring process, communication, and compensation and recognition are strongly related to their perceptions of leadership, which may provide some insight into how to make improvements in this area).

Some of the comments received from employees speak to a lack of access or connection with management. Interestingly, the management group responses speak to the need for support to balance work and life demands. To build relationships and trust, there needs to be time and opportunities for leaders to interact with staff.

The Government of Nova Scotia is not alone. While 48% of Nova Scotia government employees express confidence in the leaders in their department, 56% of Government of Saskatchewan employees and 27% of employees in the Government of British Columbia reported having confidence in their leaders.

To maintain an effective government, strong leaders are essential. One of the first steps to building employees' confidence in the leadership of their departments is to address issues raised in this survey and actively engage employees in the response process.

> **Recommendation 5** — It is recommended that more attention be directed towards effective leadership and strengthening employee confidence in the leadership group by understanding issues raised in this survey, and seeking solutions with the involvement of employees in the process. This effort should seek out best practices that are internal to the Nova Scotia government and other jurisdictions. The leadership section of Chapter 4 provides information on possible sources of best practices.
>
> In addition, the causes for employees' concerns about their supervisors' abilities to manage conflict need to be identified. If appropriate, training and adequate support must be provided to supervisors so they are able to manage workgroup conflict.

Personal Growth

What are the strengths?

Employees feel that they have access to training opportunities, which they can apply to their jobs. Employees also feel that they have access to job postings. Sixty-five per cent of employees feel that they have access to training opportunities. Sixty-nine per cent of employees feel that they can apply what they have learned in training to their jobs. Seventy-one per cent of employees feel that they have access to job postings within the Government of Nova Scotia.

What are the opportunities for improvement?

Thirty-eight per cent of employees feel that they have opportunities for career advancement within the Government of Nova Scotia. This result is related to results of the question about perceptions of merit hiring in government.

> Further details are outlined in Recommendation 8.

Diversity

What are the strengths?

Results did not meet the target threshold of 60% in order to be considered an area of strength. As an example, 50% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity.

What are the opportunities for improvement?

More attention needs to be directed towards the commitment by departments to diversity. Over half of the respondents feel that employees are respectful of employee differences and that the Government of Nova Scotia demonstrates commitment to diversity. However, only 46% of employees feel that their department values diversity, while 21% did not feel their department values diversity.

> **Recommendation 6** — It is recommended that government explore and seek to understand why employees have concerns about their department's commitment to diversity. This study should seek out best practices that are internal to the Nova Scotia government and other jurisdictions. The Diversity section of Chapter 4 provides information on possible sources of best practices.

Following this study, action plans should be developed jointly by departments and the PSC to address the causes of employee concerns and to outline solutions. The PSC should also strengthen its support and monitoring role by establishing guidelines for departmental reporting of affirmative action plans and by auditing and evaluating their progress.

Safety

What are the strengths?

Seventy-one per cent of employees feel safe working in their jobs, and 69% of employees feel that their department creates a safe work environment. Sixty-one per cent of employees feel that harassment is not tolerated in their workplace, and 70% of employees know who the Occupational Health and Safety representatives are for their work area.

What are the opportunities for improvement?

It is recommended that government continue building this strength.

Please refer to Recommendation 1 for more details.

Retention

What are the strengths?

Results did not meet the target threshold of 60% in order to be considered an area of strength.

What are the opportunities for improvement?

A substantial portion of employees indicated that they are not planning on staying with the Government of Nova Scotia.

Statistically there is a strong relationship between retention responses and responses regarding personal growth, leadership, and quality of work life. Less than half, 44%, of employees report that they intend to stay with the government for the next 5 years, and 44% intend to stay for the next 10 years. Our retention results are slightly lower than those for other comparable organizations. Half, 51%, of respondents would recommend the Government of Nova Scotia as one of the best places to work in their community. (At the Government of Saskatchewan, 66% recommended government as a good place to work, and at Nova Scotia Power, 60% employees recommend NSP as the best place to work.)

Retention efforts should take into consideration that managers report higher levels of intentions to leave than other groups. Other at-risk groups were the Generation X (24–41) age group and the MCP and Professional (PR) pay groups. It is interesting to note that PR and MCP employees reported the highest favourable scores for the compensation fairness question, which supports the findings that personal growth, leadership, and quality of work-life balance showed stronger association with retention.

A recent Korn Ferry International study identified the key drivers of retention and commitment and found that what employees want "depends very much on the stage where each one is in their career, as well as generational factors, gender, old versus new economy preferences, cultural dynamics and managerial versus implementation roles. We contend that organizations need to personalize their retention efforts, cater to individual needs and tailor the employment package."[11]

This research is supported by recent work completed at Carleton University that examined work expectations across different generations. They found that work expectations, motivators, and retention items vary depending on generational factors and age. Researchers outlined four major generational groups and their views of retention.[12]

Millenials *(23 years of age and younger)* — Employees in this age group view job-hopping as normal. Millenials question why they would ever stay in one job.

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[11] Finegold, David (2004). What Do Employees Really Want? March 24, 2004. <http://www.linezine.com/7.2/articles/dfwderw.htm>

[12] Lyons, Sean (2004). An Exploration of Generational Differences in Values at Life and at Work. (Ph.D. thesis.) Carleton University.

Generation X *(24–41 years of age)* — Employees in this age group view job-hopping as strategic. They have a "free agent" approach to organizational commitment and feel that work-life balance is essential. Generation X employees want to learn in their jobs.

Baby Boomers *(42–57 years of age)* — Employees in this age group view job-hopping as counter-productive. They are often workaholics, see work as a means to personal fulfilment, and are accepting of stress. Baby Boomers want to know how their job fits into their career.

Matures *(58 years of age and above)* — Employees in this age group view job-hopping as disloyal. Matures are persistent, loyal, and feel that work-life balance is a personal responsibility.

> **Recommendation 7** — It is recommended that the PSC tailor its retention efforts, taking into consideration generational differences and the impact they have on at-risk groups. Managers report higher levels of intentions to leave than other groups. Other at-risk groups are the Generation X (24–41 years of age) group and the Management Compensation Plan (MCP)and Professional (PR) pay groups. As an example, even though quality of work life was considered a strength overall, Generation X and management perceptions of work-life balance were not favourable. Attention to work-life balance factors should be a major focus of any retention strategy, if government is to attract and retain these at-risk groups.

Other

What are the strengths?

Seventy-one per cent of employees feel that they have access to job postings. Seventy-eight per cent of employees feel that they have the required qualifications to meet the needs of their job.

What are the opportunities for improvement?

A negative perception regarding the application of merit hiring is influencing employee perceptions of career advancement opportunities within the Government of Nova Scotia.

Less than half, 38%, of employees perceive that hiring is based on merit within the Government of Nova Scotia. It should be noted that the merit results are much lower than those for other comparable organizations. (As an example, the federal government result was 66% for a similar question.)

Keeping in mind the merit results above, only 38% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia, and less than half, 49%, of employees see a future for their career working for the Government of Nova Scotia. Less than half of respondents, 47%, feel they work for an effective organization, one that regularly achieves the goals set out in our business plan.

> **Recommendation 8** — It is recommended that the PSC carry on with merit/staffing audits. (Merit audits are included in the 2004–2005 PSC business plan and are under way.) Merit audits will provide objective evidence to determine if merit-based hiring practices are utilized in the Government of Nova Scotia. Conducting merit audits may also help improve the perception of inconsistent applications of human resource policies. It may also improve the perception of opportunities for career advancement and influence employees' perceptions of seeing a future for their career in the Government of Nova Scotia.
>
> As well, Government should conduct further analysis to understand employee perceptions, beliefs, and opinions about government's merit hirings.
>
> To promote an accurate understanding of the department's achievement of business plan goals, employees need to have an accurate understanding of the department's goals, priorities, and purpose. It is recommended that departments ensure that employees receive information on their specific business plan and accountability reports in an appropriate format.

Overall Recommendations

Recommendation 9 — In order to guide the overall action planning process, several recommendations are outlined below:

- It is recommended that the response to results be undertaken in a coordinated, timely, inclusive, and transparent manner. The creation of an advisory committee to help coordinate this effort is recommended.
- Leaders should demonstrate their commitment to action and solutions.
- Regular reporting of progress, and reassessment of employee opinions on an annual basis, are recommended.
- It is recommended that government conduct further analysis to understand employee perceptions, beliefs, and opinions, by engaging in discussions with employees in each department. Government should also explore with employees how to address concerns raised in the survey.
- Employees should be involved in the process of creating solutions in response to the issues.
- Departments should be encouraged to act on concerns expressed in the survey and advise the PSC where key issues may require an organization-wide response or action. Identifying issues that have readily available solutions, and outlining how they could be implemented, is a critical next step. Government should respond and act quickly, where possible, and communicate these actions to employees. Issues that require further investigation should also be identified. If required, management should explain in an open manner when and why they cannot meet employees' expectations in a particular area.
- At the government-wide level, results should contribute to a corporate human resource plan and should be reflected in future corporate and department business plans. The results should also contribute to goal setting and the performance management process throughout government.
- Government should celebrate and continue building on areas identified as strengths.
- It is recommended that information collected in the employee survey help direct the PSC's evaluation and audit activities.

Demographic trends noted in the survey

There were three areas where demographic differences in responses were strong: differences based on age, job levels, and pay plans.

Age Differences

Age 30–39 respondents provided consistently lower favourable (agreement) scores throughout the survey, compared to other age groups.

Age 20–29 respondents provided lower favourable (agreement) scores compared to other age groups in areas such as teamwork, compensation, and benefits.

Age 40–49 respondents provided consistently higher favourable (agreement) scores throughout the survey, compared to other age groups.

With regards to perceptions of merit and career advancement opportunities, older respondents provided lower favourable (agreement) scores.

Job Levels

Generally, managers responded more favourably than staff and supervisors. In particular, management reported the highest level of favourable (agreement) scores in areas such as teamwork, employee involvement, communications, ethics, and leadership.

However, compared to other job levels, the management group is more likely to report that they cannot balance the demands of their work and personal lives. Management also reported lower levels of favourable (agreement) scores in the areas of retention and perceptions of being able to apply what they have learned in training to their jobs.

Pay Plans

Pay plan differences varied across question categories. A few examples are highlighted below. (Detailed results are presented with each category in Chapter 4 of the report.)

Management Compensation Plan Respondents

Lower favourable (agreement) scores were given in the areas of balancing the demands of their work lives with the demands of their personal lives, retention, and knowing who their Occupational Health and Safety representatives are, compared to other pay plan groups.

Higher favourable (agreement) scores were given in the areas of compensation, perceptions of merit-based hiring, leadership, employee involvement, and teamwork, compared to other pay plan groups.

CUPE Respondents

There were lower favourable (agreement) scores for the areas of teamwork, communications (specifically regarding receiving business plan communications and participating in performance reviews), compensation, leadership, diversity, perceptions of career advancement opportunities, and perceptions of merit, compared to other pay plan groups.

There were higher favourable (agreement) scores for the areas of safety and security, retention, knowledge of benefits program, and ethics, compared to other pay plan groups.

NSGEU Local 480 Respondents

Lower favourable (agreement) scores were given for the areas of teamwork, employee involvement, communications (specifically regarding receiving business plan communications and participating in a performance review), compensation and feeling valued at work, leadership, perceptions of career advancement opportunities, diversity, and ethics, compared to other pay plan groups.

Higher favourable (agreement) scores were given for the areas of knowledge of benefits program, knowing who their Occupational Health and Safety representatives are, and feeling that they can balance the demands of their work life with the demands of their personal lives, compared to other pay plan groups.

Administrative Support Respondents

Lower favourable (agreement) scores were given for the areas of knowing whom their Occupational Health and Safety representatives are, ethics, teamwork, and compensation.

Higher favourable (agreement) scores were given for leadership.

Further details regarding responses are outlined by each survey category in the remainder of this report. When reviewing the results of each category in the survey, please keep in mind the interpretation scale noted in the Methodology section.

Chapter 4

Overall Results by Category

Teamwork

Summary

Teamwork is an area of strength for the Government of Nova Scotia. One opportunity for improvement lies in the area of perceptions of shared goals being developed in the employee's workgroup. *See Teamwork Overall Results for details.*

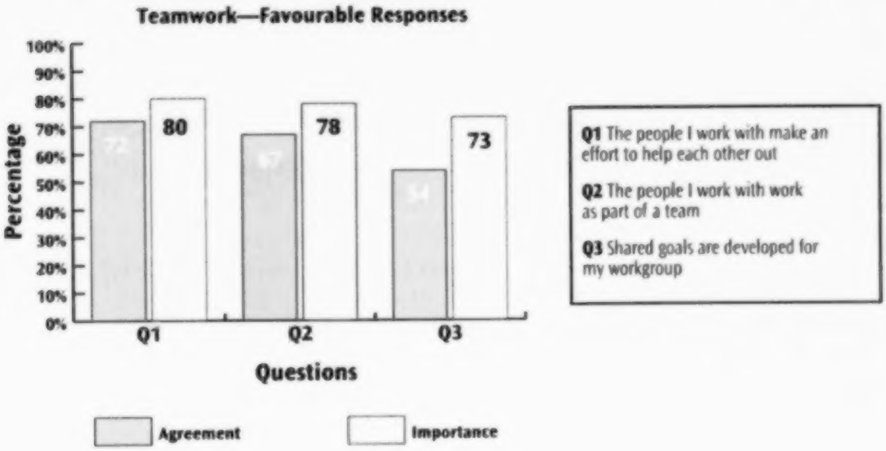
There were differences in responses based on age, pay plan, and slight differences were noted based on gender, job levels, and years of experience. *See Teamwork Demographic Results for details.*

When reviewing employee survey results pertaining to teamwork in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable. *See Teamwork Jurisdiction Results for details.*

Teamwork is an area that the Government of Nova Scotia should continue to develop, identifying opportunities for continuous improvement where available.

Teamwork Overall Results

Employee perceptions of teamwork were measured through the following questions:



Employees responded positively to perceptions of teamwork. When asked if the people they work with make an effort to help each other out, 72% of respondents agreed. Sixty-seven per cent of respondents agreed that they work as part of a team. Fifty-four per cent of respondents agreed that shared goals were developed for their workgroup.

Results were consistent across departments, with smaller organizations reporting slightly more favourable responses than larger organizations.

When asked how important teamwork was, employees responded positively. Eighty per cent of respondents felt that making an effort to help each other out was important; 78% felt that working as part of a team was important; and 73% felt that it was important to have shared goals for their workgroup.

Teamwork Demographic Results

Gender

As demonstrated in the table below, females responded slightly more favourably than males.

	Q1		Q2		Q3	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	71.0	26.1	66.9	27.8	54.7	31.9
Female	74.4	23.8	70.0	26.6	58.9	28.2

Job Levels

There were no major differences noticeable amongst job levels, with the exception of question 3, "shared goals are developed for my workgroup." Staff responded the least favourably, and management reported the highest level of favourable responses for this question.

	Q1		Q2		Q3	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	72.8	24.5	68.3	27.1	53.8	31.4
Supervisory	70.9	27.3	67.7	28.8	59.1	28.1
Management	74.1	24.1	70.1	26.5	68.2	26.2

Age

There were differences noted by age: respondents in the 30–39 age range were less favourable and reported higher levels of unfavourable responses. Respondents in the 40–49 age range were the most positive in responding to teamwork questions. (These differences were noted consistently throughout the survey.)

	Q1		Q2		Q3	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	66.0	32.0	61.3	33.3	52.4	30.3
30–39	51.9	45.9	51.0	45.2	46.4	39.5
40–49	86.9	10.7	80.3	15.0	64.3	22.7
50–54	73.4	23.5	70.0	25.7	55.8	30.8
55 and over	76.2	22.0	70.8	24.7	60.8	29.3

Years of Experience

There were slight differences in responses based on a respondent's years of experience working for the Government of Nova Scotia. There were increases in favourable responses for questions 1 and 2 as a person's years of service increased.

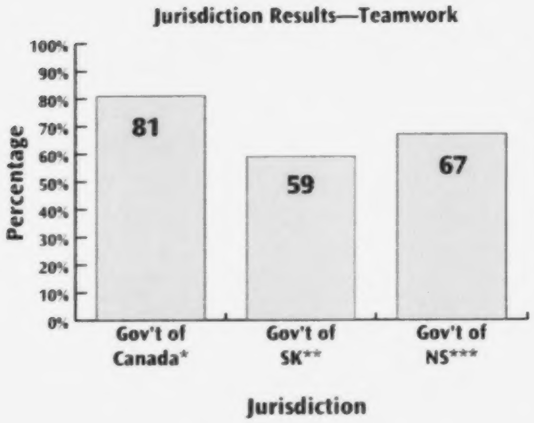
	Q1		Q2		Q3	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	68.8	30.1	66.1	30.6	55.6	30.7
2–5 years	69.5	28.7	67.4	29.2	57.2	29.1
6–10 years	71.3	26.2	66.9	28.4	55.8	30.6
11–20 years	72.9	25.1	68.5	27.2	57.8	30.1
> 20 years	75.1	21.7	70.1	25.2	56.7	29.7

Pay Plans

There were differences in responses based on pay plans. As examples, favourable scores were as high as 76% for certain groups (Clerical staff as an example, question 1), and as low as 45% for other questions (such as CUPE Local 1867 and NSGEU Local 480, question 3).

	Q1		Q2		Q3	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	69.8	28.6	65.8	30.5	57.6	31.8
TE-Technical	74.2	23.8	69.9	26.2	56.1	26.6
CR-Clerical	76.0	22.2	71.2	24.9	56.1	26.7
AS-Administrative Support	68.8	27.4	63.7	30.6	49.3	33.3
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	71.3	26.2	67.7	28.8	65.9	28.5
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	73.9	20.9	69.8	22.9	45.2	38.2
NSGEU Local 480-Dept. of Justice, Corrections Workers	68.5	26.0	67.6	22.5	45.7	35.7
Other (see survey for list)	73.2	24.4	67.6	28.3	57.6	31.1

Teamwork Jurisdiction Results



* Teamwork is measured through the following question: "In my work unit, we work cooperatively as a team."

** Teamwork is measured through the following question: "Using a team approach is usually practiced in your workplace."

*** Teamwork is measured through the following question: "The people I work with work as a team."

When reviewing employee survey results pertaining to teamwork in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable.

Employee Involvement

Summary

Employees responded positively to questions regarding employee involvement. One opportunity for improvement lies in the area of perceptions of providing input into decisions that are made in the department. *See Employee Involvement Overall Results for details.*

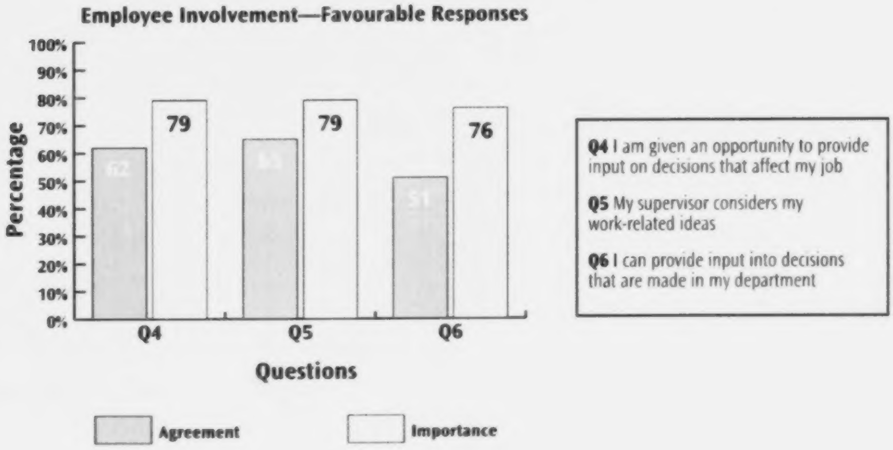
There were differences in responses based on age and pay plan, and slight differences were noted based on job levels and gender. There were no differences according to a respondent's years of work experience with the Government of Nova Scotia. *See Employee Involvement Demographic Results for details.*

When reviewing employee survey results pertaining to employee involvement in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable. In fact, results from Nova Scotia are slightly higher than those in other jurisdictions. *See Employee Involvement Jurisdiction Results for details.*

Employee involvement is an area that the Government of Nova Scotia should continue to develop, identifying opportunities for continuous improvement where available.

Employee Involvement Overall Results

Employee perceptions of employee involvement were measured through the following questions:



Q4 I am given an opportunity to provide input on decisions that affect my job

Q5 My supervisor considers my work-related ideas

Q6 I can provide input into decisions that are made in my department

Sixty-two per cent of respondents report that they are given an opportunity to provide input into decisions that affect their jobs, and 65% of respondents agreed that their supervisor considers their work-related ideas.

When asked if employees could provide input into decisions made in their department, fewer employees, 51% agreed that they could provide input.

Results are consistent across departments; however, there was one exception. When asked if employees felt that they had an opportunity to provide input into decisions that are made in their department, those who work in smaller organizations provided more favourable responses than those who work in larger organizations.

When asked how important the topic of employee involvement was to employees, 79% felt that having an opportunity to provide input into decisions that affect their job was important. Seventy-nine per cent of respondents also felt that it was important for supervisors to consider the work-related ideas of employees, and 76% of respondents felt that it was important to provide input into decisions that are made in their department.

Employee Involvement Demographic Results

Gender

Females were more likely than males to respond favourably to the question asking if their supervisor considers their work-related ideas and were less likely than males to respond favourably when asked if they could provide input into decisions that are made in the department.

	Q4		Q5		Q6	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	61.4	33.0	64.0	28.5	55.2	33.6
Female	63.6	31.0	69.1	25.8	48.8	39.0

Job Levels

There were differences reported amongst job levels. Managers responded more favourably than staff and supervisors for all three questions, and staff provided the least favourable responses. This trend was particularly noticeable for question 6, "I can provide input into decisions that are made in my department."

	Q4		Q5		Q6	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	60.3	33.6	65.0	28.0	47.2	38.8
Supervisory	64.6	30.8	67.9	26.3	56.7	34.7
Management	69.5	26.9	72.4	24.4	66.4	28.5

Age

There were differences noted by age. Respondents in the 30–39 age range were less favourable, and in addition to reporting low favourable scores, they also reported higher levels of unfavourable responses. Respondents in the 40–49 age range were the most positive in responding to employee involvement questions. (These differences were noted consistently throughout the survey.)

	Q4		Q5		Q6	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	64.4	28.9	60.4	31.5	42.2	38.1
30–39	47.7	46.5	50.0	44.3	43.5	43.0
40–49	72.6	22.1	80.3	14.0	59.6	33.0
50–54	64.2	31.0	67.1	26.5	54.3	35.3
55 and over	61.7	31.9	64.5	27.6	53.9	34.1

Years of Experience

There were no noteworthy differences in responses based on a respondent's years of experience working for the Government of Nova Scotia.

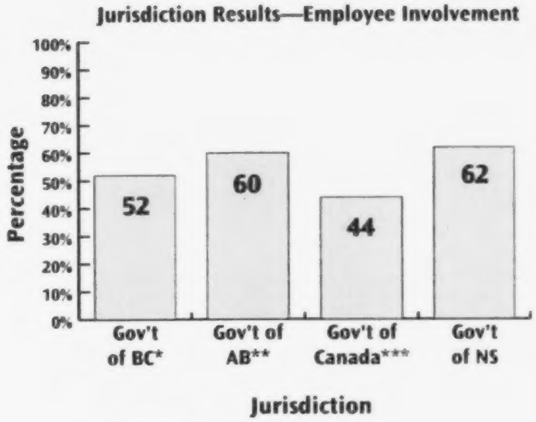
	Q4		Q5		Q6	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	62.3	32.8	63.8	30.9	56.0	30.8
2–5 years	60.0	30.8	62.8	28.8	47.4	37.5
6–10 years	58.4	36.4	63.4	30.0	51.1	36.1
11–20 years	62.8	31.8	67.7	27.1	51.3	38.8
> 20 years	65.1	30.2	69.3	24.4	53.3	35.0

Pay Plans

Responses did not vary greatly across pay plans, with one notable exception. Overall scores for question 6, "I can provide input into decisions that are made in my department," were less favourable than scores for other employee involvement questions.

	Q4		Q5		Q6	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	60.5	34.3	64.9	29.8	51.5	37.1
TE-Technical	64.1	29.7	70.1	23.1	52.3	35.1
CR-Clerical	64.3	29.2	67.8	24.6	44.8	37.3
AS-Administrative Support	61.3	34.2	62.8	32.7	46.8	40.9
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	67.6	29.3	69.5	26.7	62.9	31.6
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	57.8	34.5	62.6	28.3	55.0	36.1
NSGEU Local 480-Dept. of Justice, Corrections Workers	52.1	42.5	59.5	31.1	36.5	48.6
Other (see survey for list)	55.5	38.4	64.1	31.0	48.4	42.7

Employee Involvement Jurisdiction Results



* Employee involvement refers to their manager involving employees in decisions that affect them.

** Employee involvement refers to satisfaction with the opportunity to provide input into decisions that affect their work.

*** Employee involvement refers to always or often having a say in decisions and actions that impact on their work.

**** Employee involvement refers to employees being given an opportunity to provide input on decisions that affect their job.

When reviewing employee survey results pertaining to employee involvement in other jurisdictions, the results obtained by the Government of Nova Scotia are slightly higher.

Communications

Summary

An area that requires attention is employee perceptions of receiving business plan communications. Despite reporting low favourable scores in this area, employees respond positively to understanding how their work contributes to their department's priorities and purpose. It may be beneficial to ensure that employees have received specific business plan information to promote an accurate understanding of the department's priorities and purpose. *See Communications Overall Results for details.*

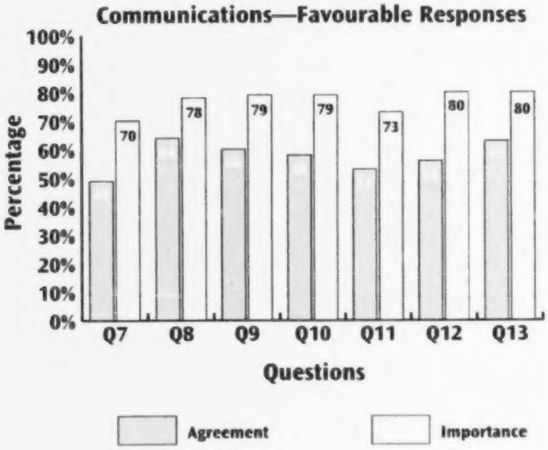
There were differences in responses based on age and pay plan, and slight differences were noted based on job levels and gender. There were no differences according to a respondent's years of work experience with the Government of Nova Scotia. *See Communications Demographic Results for details.*

When reviewing employee survey results pertaining to communications in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable. *See Communications Jurisdiction Results for details.*

To promote an accurate understanding of the department's priorities and purpose, it is recommended that the departments ensure that employees receive communications about their business plan in a format appropriate for their information needs. Departments should also ensure that employees are engaged in the department's business planning process.

Communications Overall Results

Employee perceptions of communications were measured through the following questions:



Q7 I received communications about our department's business plan in the past 12 months

Q8 I know how my work contributes to our department's purpose/priorities

Q9 I receive the communications I need in order to do my job well

Q10 My supervisor gives me "feedback about my work performance

Q11 I participate in an annual performance appraisal/review with my supervisor

Q12 Work-related information is shared within my department

Q13 I know where to get information within the Government of Nova Scotia in order to do my job well

Less than half of respondents, 49%, report having received communications about their department's business plan in the past 12 months. Sixty-four per cent of respondents agree that they understand how their work contributes to the department's priorities/purpose, and 60% of respondents feel that they receive the communications required to do their jobs well.

Fifty-eight per cent of respondents feel that they receive feedback from their supervisors about their work performance. Slightly more than half of respondents, 53%, report that they have participated in an annual performance review/appraisal with their supervisor. Fifty-six per cent report that work-related information is shared within their department, and 63% report that they know where to get information within the government in order to do their jobs well.

There are departmental differences in responses. When asked if they had received communications regarding their department's business plan in the past 12 months, employees in Tourism, Culture and Heritage provided the highest favourable score. Seventy-one per cent of their respondents agreed that they had received business plan communications.

When asked if employees participate in a performance review with their supervisor, respondents from Natural Resources provided the highest favourable score, with 70% of respondents agreeing with the statement. Employees in smaller organizations, classified on the survey as the "Other" category, reported low levels of favourable scores for this question; 48% agreed that they had participated in a performance review with their supervisor.

How important are communication issues to employees? Seventy per cent of respondents felt that it was important to receive business plan communications, and 78% felt that it was important to understand how their work contributes to the department's priorities/purpose.

Seventy-nine per cent of respondents felt that it was important to receive the communications they need to perform their jobs well and to receive feedback from their supervisors about their work performance. Seventy-three per cent of respondents felt that it was important to participate in an annual performance appraisal/review with their supervisor. Eighty per cent of respondents felt that it was important to share work-related information in their department, and 80% felt that it was important to know where to get information within the government in order to do their jobs well.

Communications Demographic Results

Gender

As demonstrated in the table below, females responded slightly more favourably than males to communications questions.

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	48.1	40.4	64.2	27.2	60.4	30.6	57.3	32.1	53.3	37.8	55.7	33.4	60.6	28.7
Female	56.3	34.7	67.8	23.9	62.2	31.0	61.4	31.8	56.6	36.2	59.8	32.3	68.7	23.6

Job Levels

There were differences amongst job levels; managers consistently responded more favourably than staff and supervisors.

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	48.4	39.4	64.8	25.4	59.8	31.8	57.6	33.2	51.5	39.6	55.6	34.4	63.5	26.5
Supervisory	52.7	38.4	66.1	26.6	61.3	30.8	60.2	30.8	56.0	36.5	59.9	32.1	66.3	25.1
Management	70.0	27.0	70.8	25.5	67.8	26.9	64.9	29.4	68.2	27.6	65.3	27.6	68.5	25.5

Age

There were differences noted in age brackets. Respondents in the 30–39 age range reported low favourable scores, and they reported higher levels of unfavourable responses. Respondents in the 40–49 age range were the most positive in responding. (These differences were noted consistently throughout the survey.)

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	45.2	38.5	55.2	32.4	53.3	35.3	59.3	30.0	53.7	32.4	52.4	34.5	56.5	30.6
30–39	41.2	47.8	48.7	43.4	50.1	40.6	48.8	43.1	47.8	43.7	47.5	43.2	47.8	42.3
40–49	59.8	30.7	77.5	13.3	68.9	23.6	68.0	23.3	61.5	31.9	66.9	24.2	77.1	14.3
50–54	55.3	34.7	68.3	24.6	62.9	29.3	59.1	32.9	53.5	37.9	55.1	36.0	66.3	24.6
55 and over	52.1	38.9	69.7	21.8	62.9	31.1	57.0	33.3	53.1	37.8	59.6	30.5	65.8	26.1

Years of Experience

There were no major differences in responses based on a respondent's years of experience working for the Government of Nova Scotia.

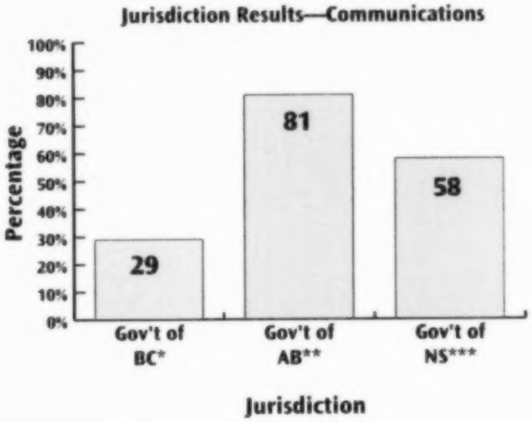
	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	51.0	34.9	64.0	29.2	62.2	30.4	61.5	28.9	53.7	31.3	62.7	29.6	61.4	28.4
2–5 years	52.4	35.7	62.4	28.5	56.7	33.3	60.4	31.6	57.3	34.8	55.8	32.7	61.3	29.3
6–10 years	52.6	38.7	66.9	24.6	60.8	31.4	57.5	34.1	57.4	35.4	58.2	32.3	61.9	28.3
11–20 years	53.3	37.4	64.9	26.9	62.0	31.1	59.0	32.8	54.9	38.2	56.6	34.2	65.4	25.4
> 20 years	51.4	38.1	68.3	22.7	62.1	29.6	59.7	31.3	53.0	38.6	58.4	32.6	67.4	23.9

Pay Plans

There were differences in responses based on pay plans. As examples, two pay plan groups reported low favourable scores for questions asking about business plan communications and participating in a performance appraisal/review: CUPE Local 1867 and NSGEU Local 480. Administrative Support employees also report low favourable scores regarding performance appraisals.

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	55.7	35.1	60.0	31.3	59.2	32.3	58.1	33.2	60.2	33.7	55.8	33.0	60.2	27.9
TE-Technical	48.6	35.9	67.4	22.9	61.9	28.3	61.3	27.8	54.6	36.3	56.5	33.3	66.8	22.3
CR-Clerical	55.0	33.6	71.3	19.1	63.2	29.0	61.6	30.4	52.4	38.5	60.6	30.3	72.1	20.1
AS-Administration Support	47.1	43.2	62.7	29.7	53.8	37.8	50.6	44.8	36.5	48.6	49.4	41.6	67.9	25.6
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	68.0	28.9	69.5	26.5	66.6	28.9	64.5	29.1	69.8	26.5	63.0	30.5	68.5	25.9
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	25.4	61.1	66.5	22.4	60.9	30.6	54.4	35.0	29.6	56.3	51.4	38.6	54.4	36.3
NSGEU Local 480-Dept. of Justice, Corrections Workers	24.3	61.4	59.7	25.0	54.2	33.3	48.6	35.1	52.1	33.8	58.3	31.9	56.3	31.0
Other (see survey for list)	47.0	42.7	61.9	31.0	53.7	38.0	52.3	39.5	53.5	41.9	59.8	33.2	57.2	34.6

Communications Jurisdiction Results



* Communications refers to receiving feedback about the good work they (as employees) do.

** Communications refers to respondents feeling that they can talk openly and honestly about their work with their supervisor.

*** Communications refers to an employee's supervisor providing them with feedback about their work performance.

When reviewing employee survey results pertaining to communications in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable.

Workplace Ethics

Summary

Results of this survey indicate that almost two-thirds of respondents understand the process for getting help with regards to workplace ethical dilemmas or conflicts, yet less than half feel comfortable reporting those concerns without fear of reprisal. This is a concern for government—and an opportunity to make improvements. ***See Workplace Ethical Dilemmas Overall Results for details.***

There were differences in responses based on age, pay plan, and job levels. There were no gender differences and only slight differences according to a respondent's years of work experience with the Government of Nova Scotia. ***See Workplace Ethical Dilemmas Demographic Results for details.***

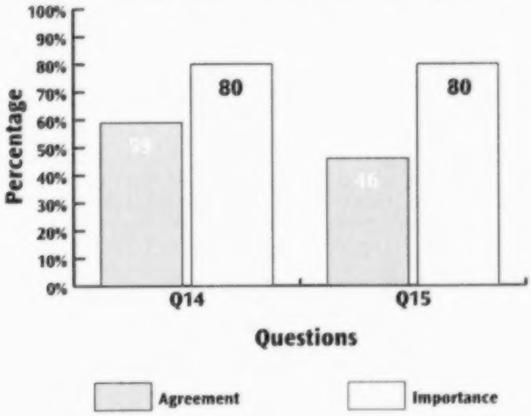
When reviewing employee survey results pertaining to workplace ethics in other jurisdictions, the results obtained by the Government of Nova Scotia are slightly lower. ***See Workplace Ethical Dilemmas Jurisdiction Results for details.***

It is recommended that the government examine why employees expressed concern about reporting workplace ethical concerns and conflicts. Government should also develop, implement, and communicate a process that could address these issues.

Workplace Ethics Overall Results

Employee perceptions of workplace ethical dilemmas were measured through the following questions:

Workplace Ethics—Favourable Responses



Q14 I know where I can go for help (the process) for resolving workplace ethical dilemmas or conflicts

Q15 I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal

Fifty-nine per cent of respondents cited that they knew where to go for help to resolve workplace ethical dilemmas or conflicts; however, less than half, 46%, of respondents felt that they could report their concerns without fear of reprisal.

Eighty per cent of respondents felt that it was important to know where to go for help and to be able to report their concerns regarding workplace ethical dilemmas or conflicts without fear of reprisal.

Results were consistent across departments.

Workplace Ethics Demographic Results

Gender

As demonstrated in the table below, there were no noteworthy gender differences in survey responses.

	Q14		Q15	
	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	60.2	29.4	49.9	36.0
Female	61.5	30.3	49.0	37.6

Job Levels

There were differences among job levels: staff responded slightly less favourably than supervisors and managers.

	Q14		Q15	
	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	59.6	30.8	47.3	38.9
Supervisory	62.9	27.3	53.6	31.7
Management	63.2	30.4	53.8	34.1

Age

There were slight differences noted in age brackets. Respondents in the 30–39 age range were less favourable and reported higher levels of unfavourable responses. Respondents in the 40–49 age range were the most positive in responding. (These differences were noted consistently throughout the survey.)

	Q14		Q15	
	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	50.0	35.9	45.2	37.8
30–39	47.6	41.8	42.8	42.4
40–49	69.3	22.2	52.4	34.1
50–54	62.4	29.6	52.0	35.2
55 and over	65.9	25.2	51.9	35.3

Years of Experience

Employees with more than 20 years of work experience with the Government of Nova Scotia provided the highest levels of favourable responses.

	Q14		Q15	
	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	59.1	32.3	48.9	33.9
2–5 years	58.8	30.1	50.9	32.5
6–10 years	56.8	32.1	47.4	40.0
11–20 years	60.5	30.6	48.0	38.7
> 20 years	64.1	27.7	51.0	35.8

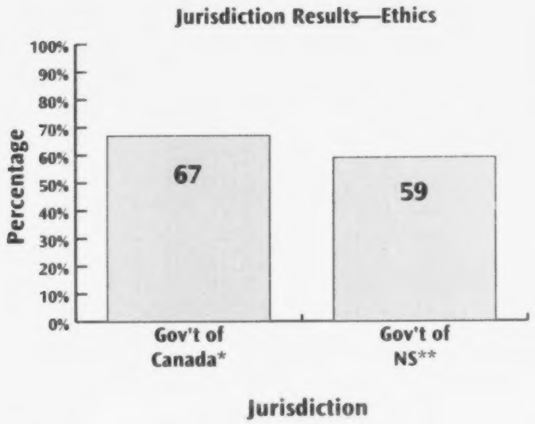
Pay Plans

There were slight differences in responses based on pay plans. As examples, 54% of MCP pay plan respondents responded favourably to the "I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts" question, which was the lowest-scoring group amongst the various pay plans. They also reported a high level of unfavourable responses, with 41%.

NSGEU Local 480 respondents reported the lowest levels of favourable responses to the question "I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal," with 42% favourable. Administrative Support (AS) respondents had the second-lowest level, with 45% favourable response to that question.

	Q14		Q15	
	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	54.6	33.7	45.5	37.8
TE-Technical	61.3	25.6	50.6	34.2
CR-Clerical	64.0	28.4	49.8	36.5
AS-Administrative Support	53.5	40.6	45.4	44.1
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	61.6	32.3	54.0	33.6
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	70.4	22.0	50.2	40.8
NSGEU Local 480-Dept. of Justice, Corrections Workers	58.6	27.1	42.0	46.4
Other (see survey for list)	61.4	31.4	49.1	37.6

Workplace Ethics Jurisdiction Results



* Ethics refers to agreeing that when faced with an ethical dilemma or conflict, employees know where they can go for help to resolve the situation.

** Ethics refers to the question, I know where I can go for help (the process) for resolving workplace ethical dilemmas or conflicts.

When reviewing employee survey results pertaining to workplace ethics in other jurisdictions, the results obtained by the Government of Nova Scotia are lower.

Quality of Work Life

Summary

Employees responded positively to quality of work life questions. One area of concern is employee perceptions of support available to help them balance their work and family lives. *See Quality of Work Life Overall Results for details.*

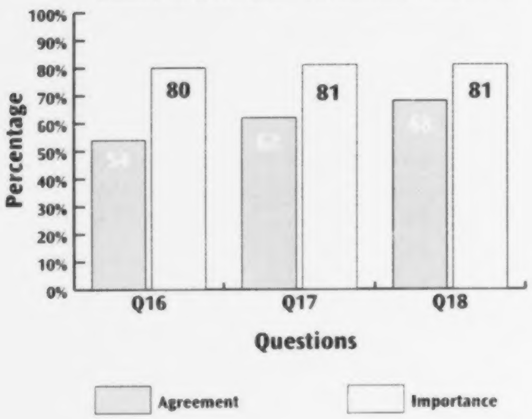
There were differences in responses based on age, pay plan, and job levels and slight differences based on gender. There were no differences based on years of experience. *See Quality of Work Life Demographic Results for details.*

When reviewing employee survey results pertaining to work-life balance in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable. *See Quality of Work Life Jurisdiction Results for details.*

Quality of work life is not an area of immediate concern based on survey results. It is recommended that the Government of Nova Scotia review the results in detail, identifying opportunities for continuous improvement where possible.

Quality of Work Life Overall Results

Employee perceptions regarding the quality of work life were measured through the following questions:


Quality of Work Life—Favourable Responses

Q16 I am provided with support to balance my work and family life

Q17 I have the resources (tools, equipment, support, and information) I need to do my job well

Q18 I can balance the demands of my work life with the demands of my personal life

Over half of respondents, 54%, report that they have support to balance demands of work and family life; and almost two-thirds of respondents, 62%, feel that they have the resources they need to do their jobs well. Over two-thirds of respondents, 68%, report that they can balance the demands of their work lives with the demands of their personal lives.

Eighty per cent of respondents felt that it was important to have support to balance work and family life, and 81% of respondents felt it was important to have the resources required to do their jobs well, and to be able to balance the demands of work and their personal lives.

The results are consistent across departments, with employees in Communications Nova Scotia, Public Prosecution Service, and Natural Resources providing the highest levels of favourable scores.

Quality of Work Life Demographic Results

Gender

As demonstrated in the table below, females were slightly more positive than males across all quality of work-life issues.

	Q16		Q17		Q18	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	52.0	31.3	59.9	32.6	65.8	26.3
Female	57.0	30.7	65.8	29.0	71.5	23.5

Job Levels

There were no differences amongst job levels: with the exception of question 18, managers report lower favourable scores in all areas of work-life balance.

	Q16		Q17		Q18	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	54.8	31.4	63.6	30.2	70.8	23.1
Supervisory	54.8	30.4	61.7	31.5	64.8	27.3
Management	51.3	32.2	61.6	32.8	62.8	31.0

Age

There were differences noted by age. Respondents in the 30–39 age range provided the lowest levels of favourable responses and the highest levels of unfavourable responses. Respondents in the 40–49 age range were the most positive. (These differences were noted consistently throughout the survey.)

	Q16		Q17		Q18	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	52.4	31.0	59.7	32.9	64.9	30.4
30–39	45.5	41.7	51.0	43.3	51.0	43.5
40–49	62.7	23.0	69.9	23.3	80.1	12.9
50–54	53.3	30.9	66.0	27.7	70.2	22.3
55 and over	52.9	31.7	64.3	29.2	73.2	21.2

Years of Experience

There were no major differences based on a respondent's years of experience working with the Government of Nova Scotia.

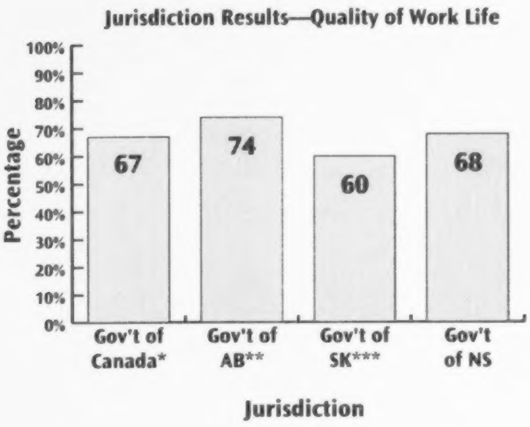
	Q16		Q17		Q18	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	57.5	28.4	62.3	31.9	66.9	28.3
2–5 years	57.5	28.7	62.6	31.1	66.5	27.0
6–10 years	52.4	33.7	60.7	32.6	68.6	26.9
11–20 years	55.0	31.2	63.1	30.4	67.7	25.3
> 20 years	53.6	30.9	64.2	29.6	71.0	21.9

Pay Plans

There were slight variations in responses based on pay plans. As examples, NSGEU Local 480 respondents reported the lowest favourable scores for the question "I am provided with support to balance my work and family life" and highest favourable scores for the question asking if employees can balance the demands of work and their personal lives. MCP, Professional (PR), and employees in the Other category report the lowest levels of having balance between their work and personal lives.

	Q16		Q17		Q18	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	52.3	32.8	55.8	37.3	65.1	28.6
TE-Technical	57.2	26.3	60.7	30.3	69.9	21.8
CR-Clerical	60.4	24.9	72.3	23.3	75.3	19.0
AS-Administrative Support	53.9	37.7	64.7	29.5	70.5	26.9
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	51.7	34.0	63.1	32.3	62.4	31.2
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	53.5	34.2	67.0	25.8	70.7	21.8
NSGEU Local 480-Dept. of Justice, Corrections Workers	41.4	48.6	64.9	25.7	75.3	16.4
Other (see survey for list)	49.2	36.6	55.7	37.0	67.5	27.2

Quality of Work Life Jurisdiction Results



* Quality of work life refers to employees feeling that they can always or often balance their personal, family and work needs.

** Quality of work life refers to feeling satisfied with the balance between their work and personal lives.

*** Quality of work life refers to feeling that the department is sensitive to the relationship between employees' work and personal lives.

**** Quality of work life refers to perceptions of being able to balance the demands of their work and personal lives.

Research indicates that the majority of large Canadian organizations are not considered best-practice employers regarding employee work-life balance. However, it has been found that employees in the Maritimes are, in general, less likely to leave their organizations and are less likely to leave for more balance, yet they report higher levels of job stress than employees in other areas of Canada[13]. How do our findings compare? Government of Nova Scotia employees report similar responses to public servants elsewhere in Canada, at both a provincial and federal level. We did not observe any major differences when looking at other jurisdictions and our results in the area of work-life balance.

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[13] Duxbury and Higgins (2001). *Work-Life Balance in the New Millenium: Where Are We? Where Do We Need To Go?* Work Network-Canadian Policy Research Networks, Inc

Compensation and Recognition

Summary

Compensation and recognition is an area of concern and requires improvements. A large group of employees do not feel that they are compensated fairly for their jobs. In addition, areas for improvement include perceptions of feeling valued and receiving recognition from their supervisors for a job well done. Perceptions of compensation influence employee engagement. *See Compensation and Recognition Overall Results for details.*

There were differences noted according to a respondent's job level, age, and pay plan. Only slight differences were noted according to gender and years of experience working in the Government of Nova Scotia. *See Compensation and Recognition Demographic Results for details.*

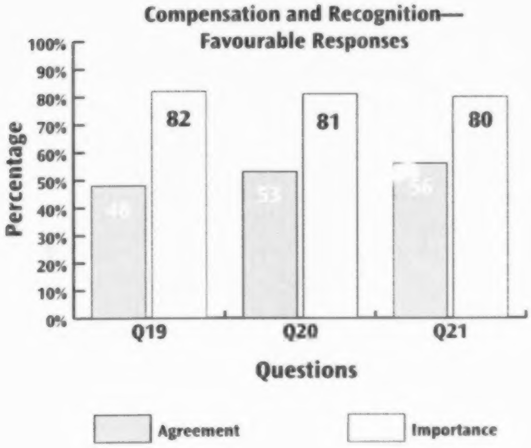
When reviewing employee survey results pertaining to compensation and recognition in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable. *See Compensation and Recognition Jurisdiction Results for details.*

Government should explore and seek to understand why employees report concerns regarding the fairness of their compensation relative to the jobs they perform.

In exploring the source(s) of employee concerns about the fairness of their compensation, government should consider that pay procedures are more likely to be perceived as fair if they are consistently applied to all employees, employee participation is included, appeals procedures are available, and the data used is accurate. These elements need to be reinforced by the PSC and departments.

Compensation and Recognition Overall Results

Employee perceptions of compensation and recognition were measured through the following questions:



Q19 I am compensated (salary and benefits) fairly for my job

Q20 I feel valued for my contributions at work

Q21 I receive recognition from my supervisor for a job well done

Fewer than half of respondents, 48%, feel that they are compensated fairly for their jobs. Eighty-two per cent of respondents report that being compensated fairly for their jobs is important.

Over half of respondents, 53%, report that they feel valued for their contributions at work, and 56% feel that they receive recognition from their supervisor for a job well done. Eighty-one per cent of respondents feel that it is important to feel valued at work, and 80% feel that it is important to receive recognition for a job well done.

Results for the compensation question are consistent across all departments. Employees in Tourism, Culture and Heritage and Communications Nova Scotia report the highest levels of favourable scores for feeling valued for the work they do and for receiving recognition from their supervisor for a job well done.

Compensation and Recognition Demographic Results

Gender

There were slight gender differences in survey responses; females were more positive in their responses than males.

	Q19		Q20		Q21	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	45.1	48.5	51.7	37.6	55.3	31.8
Female	51.6	44.0	57.1	34.7	60.0	32.0

Job Levels

There were differences according to job levels in how respondents answered questions pertaining to feeling valued and receiving recognition. Managers reported the highest favourable scores on questions regarding recognition and feeling valued.

	Q19		Q20		Q21	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	48.0	46.7	52.5	38.0	56.4	33.0
Supervisory	49.3	45.4	55.5	33.7	57.4	30.4
Management	48.0	46.2	61.1	32.2	63.3	29.5

Age

There were slight differences noted in age brackets: younger respondents, 29 years of age and below, were more likely to respond favourably.

	Q19		Q20		Q21	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	51.3	42.8	51.7	37.7	60.3	27.2
30–39	50.0	43.5	47.6	42.4	50.0	40.2
40–49	48.0	46.9	58.1	32.3	64.0	25.9
50–54	47.4	47.6	55.0	36.5	56.8	32.3
55 and over	47.6	47.8	57.1	34.7	56.1	32.2

Years of Experience

There were slight differences in responses based on a respondent's years of experience working with the Government of Nova Scotia. Employees with fewer than 5 years of experience provided higher levels of favourable scores than employees with greater than 20 years of service.

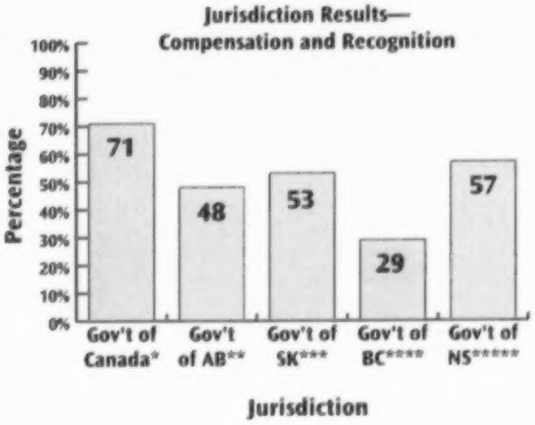
	Q19		Q20		Q21	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	56.1	38.0	59.2	34.1	60.4	28.0
2–5 years	51.7	41.2	56.3	33.1	60.3	29.6
6–10 years	53.3	41.4	53.9	36.6	59.2	32.7
11–20 years	46.8	48.1	53.0	36.8	55.4	34.3
> 20 years	45.0	50.0	54.3	37.0	57.5	31.1

Pay Plans

There were variations in responses based on pay plans. As examples, Administrative Support (AS) employees provided the lowest favourable scores for the compensation question. With regards to feeling valued and receiving recognition for a job well done, NSGEU Local 480 respondents provided the lowest favourable scores. MCP respondents reported the highest levels of feeling valued and receiving recognition for a job well done.

	Q19		Q20		Q21	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	52.6	41.7	52.5	37.6	56.6	33.4
TE-Technical	48.9	44.5	52.5	34.4	59.9	26.1
CR-Clerical	47.1	48.5	56.3	35.4	58.1	32.3
AS-Administrative Support	38.9	56.1	53.2	39.1	57.6	38.0
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	50.1	44.6	59.8	33.3	61.2	31.3
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	42.8	52.1	49.5	39.5	54.7	33.4
NSGEU Local 480-Dept. of Justice, Corrections Workers	44.6	52.7	39.7	50.7	38.9	41.7
Other (see survey for list)	46.7	48.0	58.4	35.9	53.3	34.2

Compensation and Recognition Jurisdiction Results



* The Government of Canada employee survey identifies that 71% of federal public servants feel that they receive adequate recognition from their supervisor when they do a good job.

** The Government of Alberta employee survey identifies that 48% of respondents are satisfied with the non-monetary recognition they receive.

*** The Government of Saskatchewan employee survey results demonstrates that 53% of employees feel that their immediate manager provides recognition when they do a good job.

**** The Government of British Columbia employee survey indicates that 29% of employees are satisfied with individual recognition they receive.

***** The Government of Nova Scotia result refers to the question, I receive recognition from my supervisor for a job well done.

When reviewing employee survey results pertaining to compensation and recognition in other jurisdictions, the results obtained by the Government of Nova Scotia are comparable.

Benefits

Summary

Employees feel that they have a good understanding of their benefits program. This is an area of strength for the Government of Nova Scotia. ***See Benefits Overall Results for details.***

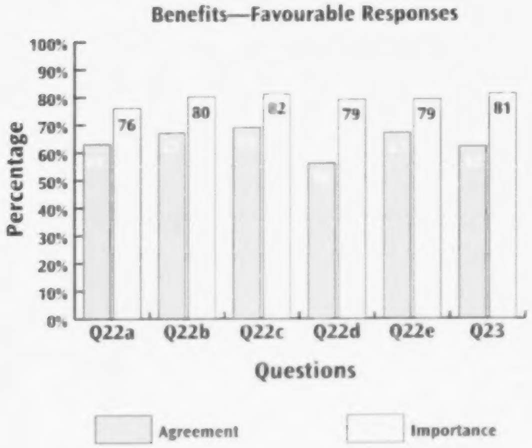
There were slight differences in responses based on a respondent's gender, age, years of experience working for the Government of Nova Scotia, and their pay plan. There were no differences in responses based on job levels. ***See Benefits Demographic Results for details.***

There are no jurisdiction results for benefits.

Employees have a good understanding of their benefits coverage. It is recommended that the Government of Nova Scotia identify opportunities for continuous improvement, where available, to continue to build on this strength.

Benefits Overall Results

Employees' understanding of their benefits program was measured through the following questions:



Q22 I have a good understanding of my benefits in the following areas:

- **a)** life insurance
- **b)** vision care
- **c)** prescription drugs
- **d)** paramedical practitioners (physiotherapy, chiropractor, psychologist, chiropodist, podiatrist)
- **e)** dental care

Q23 I know who to contact regarding questions about my benefits coverage

Sixty-three per cent of respondents feel that they have a good understanding of their life insurance benefits; two-thirds of respondents, 67%, feel that they have a good understanding of their vision care benefits, and 69% of respondents feel that they have a good understanding of their prescription drug benefits. There was a slight drop in favourable ratings when asked if they have a good understanding of their paramedical practitioner benefits, with 56% of respondents providing favourable answers. Sixty-seven per cent of respondents felt that they had a good understanding of their dental care benefits. Finally, almost two-thirds of respondents, 62%, know who to contact with regards to benefits questions.

Seventy-six per cent of respondents feel that it is important to understand their life insurance benefits, 80% feel that it is important to understand vision care benefits, and 82% feel that it is important to understand prescription drug benefits. Seventy-nine per cent feel that it is important to understand paramedical practitioner benefits, and 79% feel that it is important to understand dental care benefits. Eighty-one per cent of respondents feel that it is important to know who to contact with regards to benefits questions.

The results are consistent across all departments. Employees in Transportation and Public Works, Natural Resources, and Tourism, Culture and Heritage provided the highest level of favourable responses.

Benefits Demographic Results

Gender

As demonstrated in the table below, there were no noteworthy gender differences in survey responses. Females provided slightly higher levels of favourable responses than males.

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	64.7	25.8	68.1	24.1	70.6	22.2	57.0	25.5	69.6	16.3	62.5	29.5
Female	64.9	26.0	69.8	23.0	72.3	20.1	60.2	25.0	70.2	17.3	68.3	26.8

Job Levels

There were no differences according to job levels in how respondents answered the benefits questions.

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	64.5	26.2	68.8	23.5	71.3	21.0	58.7	25.9	69.5	17.3	65.7	27.5
Supervisory	65.3	24.5	68.9	24.0	71.9	21.0	58.6	25.3	69.3	17.0	66.0	27.6
Management	64.8	27.2	68.9	23.9	70.9	22.8	57.9	22.3	71.6	14.8	63.6	31.4

Age

There were large differences noted by age: the older the respondent, the more likely they are to report favourable responses to the benefits questions. Younger respondents, aged 39 and below, provided lower favourable scores to the questions.

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	48.6	39	56.2	33.6	55.9	34.5	38.2	38.9	53.5	29.9	54.9	36.1
30–39	43.4	44.2	44.7	47.0	48.7	43.1	37.8	37.6	47.6	29.3	49.4	43.9
40–49	74.5	16.6	82.3	10.0	84.7	7.8	69.1	19.0	82.1	10.0	75.5	18.6
50–54	71.4	20.8	73.6	18.9	75.5	17.2	65.3	20.2	76.3	11.5	68.4	24.9
55 and over	76.0	18.1	78.3	16.9	80.3	14.4	68.2	20.8	77.7	13.8	69.8	24.4

Years of Experience

There were differences in responses based on a respondent's years of experience. The more years of experience a respondent had, the more favourable their responses.

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	54.2	30.8	54.4	31.4	61.2	25.8	49.2	32.4	55.3	26.7	62.6	29.6
2–5 years	53.8	30.0	56.9	29.5	59.0	27.9	46.8	30.9	56.3	23.7	57.2	33.6
6–10 years	59.4	30.7	65.0	27.9	67.3	25.2	53.2	27.4	67.3	16.3	64.9	29.4
11–20 years	65.1	26.3	69.9	24.1	71.8	21.5	59.4	24.5	71.0	16.4	65.7	28.9
> 20 years	72.9	20.8	76.8	17.4	79.4	15.5	66.4	21.6	77.6	13.3	69.3	24.2

Pay Plans

There were slight differences amongst pay plans. As an example, the PR-Professional pay plan group consistently responded the least favourably among pay plan groups.

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	57.9	31.0	61.9	29.1	64.7	26.5	51.8	29.6	64.2	18.9	57.8	34.9
TE-Technical	65.3	24.4	70.2	22.9	73.6	19.4	56.3	28.0	70.4	17.4	64.6	27.0
CR-Clerical	69.1	23.1	72.3	20.7	75.8	17.1	65.1	22.4	73.3	15.6	73.8	21.0
AS-Administrative Support	68.4	25.2	67.5	26.1	70.1	24.2	61.6	21.4	68.2	17.8	71.2	25.6
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	64.2	26.9	68.3	24.0	69.6	22.8	57.5	22.0	70.4	14.5	63.4	31.4
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	70.2	21.5	77.0	16.4	77.5	15.8	64.5	24.9	75.3	17.6	69.8	23.5
NSGEU Local 480-Dept. of Justice, Corrections Workers	78.3	10.1	81.2	11.6	83.8	10.3	69.6	15.9	80.6	13.4	68.2	18.2
Other (see survey for list)	64.6	26.3	70.1	23.2	71.5	21.3	58.4	25.2	69.0	16.3	64.7	29.0

Benefits Jurisdiction Results

We do not have results from other jurisdictions in the area of employees' understanding of their benefits program.

Leadership

Summary

Employees report concerns with regards to leadership; 48% of respondents have confidence in the leaders in their department, and 46% or respondents feel that leaders set a good example for employees. (The survey does not answer why employees feel this way; however, results indicate that employee perceptions of government's internal hiring process, communication, and compensation and recognition are strongly related to their perceptions of leadership, which may provide some insight into how to make improvements in this area).

There were differences in responses according to a respondent's gender, job level, age, years of experience working for the Government of Nova Scotia, and pay plan. *See Leadership Demographic Results for details.*

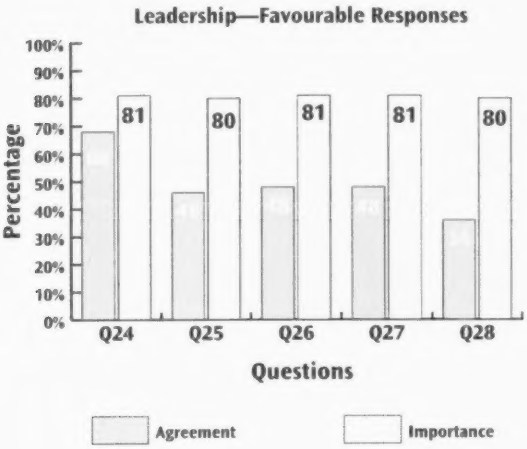
When looking at results from other jurisdictions, results from the Government of Nova Scotia are comparable. *See Leadership Jurisdiction Results for details.*

It is recommended that more attention be directed towards effective leadership and strengthening employee confidence in the leadership group by addressing issues raised in this survey, with the involvement of employees in the process. This effort should seek out best practices that are internal to the Nova Scotia government and other jurisdictions. The leadership section of Chapter 4 provides information on possible sources of best practices.

In addition, the causes for employee concerns about their supervisors' abilities to manage conflict need to be identified. If appropriate, training and adequate support must be provided to supervisors so they are able to manage workgroup conflict.

Leadership Overall Results

Employee perceptions of leadership are measured through the following questions:



Q24 I can talk openly with my supervisor about my work

Q25 The leaders (Directors and Executive Directors) in my department set a good example for employees.

Q26 I have confidence in the leadership in my department

Q27 My supervisor manages conflict in my workgroup

Q28 Senior management will try to resolve issues raised by employees in this survey

Sixty-eight per cent of respondents feel that they can talk openly with their supervisor about their work. Less than half of respondents, 46%, report they feel that leaders in their department set a good example for employees, and 48% of respondents state that they have confidence in the leadership in their department. Forty-eight per cent of respondents feel that their supervisor manages conflict in their workgroup, and 36% of respondents feel that senior management will try to resolve issues raised by employees in this survey.

Eighty-one per cent of respondents feel that it is important to be able to talk openly with their supervisor, to have confidence in the leadership in their department, and for supervisors to manage conflict within their workgroups. Eighty per cent of respondents feel that it is important for leaders to set a good example for employees and for senior management to resolve issues raised by employees in this survey.

Results are consistent across departments. Employees in Tourism, Culture and Heritage provided the most favourable responses to questions regarding leadership.

Leadership Demographic Results

Gender

As demonstrated in the table below, females provided slightly higher levels of favourable responses to leadership questions than males.

	Q24		Q25		Q26		Q27		Q28	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	67.6	28.4	46.4	37.8	47.3	40.2	48.9	34.4	39.5	42.0
Female	70.4	26.2	49.4	35.8	50.6	36.5	49.7	35.9	39.5	42.8

Job Levels

There were small differences in responses according to job levels. Staff provided the lowest favourable scores; as an example, 37% responded favourably when asked if they feel that senior management will try to resolve issues from the employee survey. Managers provided the highest level of favourable responses, compared to other groups.

	Q24		Q25		Q26		Q27		Q28	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	68.1	27.6	44.7	38.6	46.8	40.0	48.3	36.7	37.4	45.0
Supervisory	69.8	27.3	50.4	34.0	50.1	35.9	51.8	32.9	40.5	38.7
Management	70.7	26.4	59.0	33.2	57.4	34.7	50.4	32.0	46.9	36.2

Age

There were no major differences according to age, although the 30–39 years of age group reported lower favourable scores and higher unfavourable scores than other age groups. (These differences were consistent throughout the survey.)

	Q24		Q25		Q26		Q27		Q28	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	63.6	32.5	43.2	39.7	47.3	39.3	54.5	33.8	41.8	42.5
30–39	51.5	44.5	42.0	42.7	44.9	40.8	43.7	41.1	37.4	41.9
40–49	80.9	15.6	50.6	33.6	50.7	37.2	52.7	31.8	38.6	44.1
50–54	70.4	26.0	49.1	36.0	49.6	38.3	49.9	33.8	40.8	41.7
55 and over	70.9	24.8	51.9	34.2	51.6	36.8	49.9	34.7	43.3	40.8

Years of Experience

There were no noteworthy differences according to respondents' years of experience working with the Government of Nova Scotia.

	Q24		Q25		Q26		Q27		Q28	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	66.8	31.7	55.1	31.7	57.8	33.0	53.1	35.1	46.0	37.9
2–5 years	66.7	28.3	49.0	33.4	52.5	33.2	52.0	33.7	43.0	37.9
6–10 years	64.9	31.5	46.7	36.0	48.7	38.0	45.4	36.7	37.3	43.1
11–20 years	68.6	27.9	47.7	39.3	48.9	39.9	48.2	36.5	38.9	44.3
> 20 years	72.6	23.3	47.0	37.1	46.1	40.1	50.5	33.9	38.5	43.2

Pay Plans

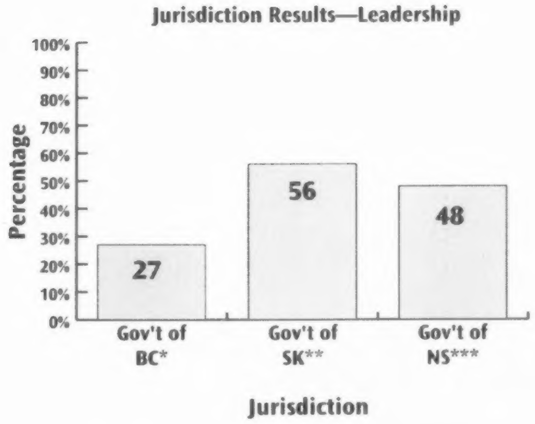
There were differences in responses across pay plan groups. Technical (TE) and CUPE employees reported the highest levels of favourable scores for the question asking if they feel that they can talk openly with their supervisor, question 24.

Administrative Support (AS) and MCP employees provided the highest levels of favourable scores for the questions asking if leaders in the department set a good example for employees, question 25, and if respondents had confidence in the leadership in their department, question 26. CUPE and NSGEU employees provided the lowest levels of favourable scores for these two questions.

Finally, MCP respondents provided the highest levels of favourable scores for the question asking if respondents feel that senior management will try to resolve issues raised by employees in the survey.

	Q24 Fav.%	Q24 Unfav.%	Q25 Fav.%	Q25 Unfav.%	Q26 Fav.%	Q26 Unfav.%	Q27 Fav.%	Q27 Unfav.%	Q28 Fav.%	Q28 Unfav.%
PR-Professional	66.2	30.1	46.8	36.8	47.0	38.3	47.4	34.8	37.4	41.6
TE-Technical	71.3	24.4	46.1	36.0	47.4	36.8	50.3	33.1	35.1	42.2
CR-Clerical	70.6	25.2	48.6	34.0	50.2	36.3	49.9	36.3	39.7	43.1
AS-Administrative Support	63.9	32.9	53.5	35.8	51.6	38.4	46.2	39.7	40.8	44.9
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	68.1	29.5	56.3	34.3	56.5	35.0	50.3	32.8	47.0	36.8
CUPE Local 1867- Dept. of Transportation and Public Works, Highway Workers	71.1	23.4	38.6	46.8	41.7	48.8	51.3	37.7	38.1	50.3
NSGEU Local 480- Dept. of Justice, Corrections Workers	67.1	30.1	38.9	45.8	33.8	49.3	47.1	42.9	31.3	53.7
Other (see survey for list)	70.0	26.7	44.4	38.3	48.4	40.6	46.4	38.8	38.4	46.3

Leadership Jurisdiction Results



* Leadership refers to having confidence in the leadership ability of ministry executives.

** Leadership refers to perceptions of managers as a role model of behaviors expected from staff.

*** Leadership refers to having confidence in the leadership of the department.

When looking at results from other jurisdictions, results from the Government of Nova Scotia are comparable.

Personal Growth

Summary

Personal growth is both an area of strength and an area of improvement for the Government of Nova Scotia. Of concern are employee perceptions of career advancement opportunities, whereby 38% of employees responded favourably to this question. Perceptions of career advancement opportunities and training are related to retention. As the number of favourable responses to questions about career advancement opportunities increase, the number of favourable responses about perceptions of retention (and staying with the Government of Nova Scotia) increase as well. *See Personal Growth Overall Results for details.*

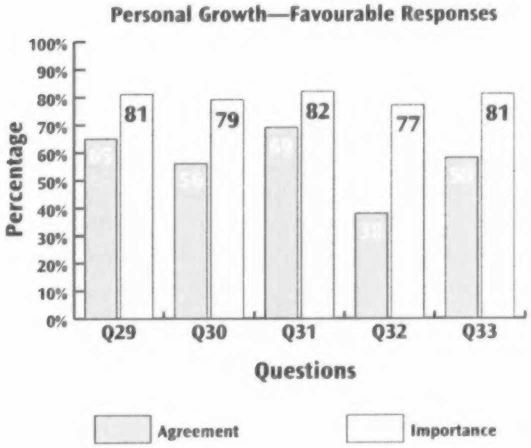
There were differences in responses according to a respondent's gender, job level, age, years of experience working for the Government of Nova Scotia, and pay plan. *See Personal Growth Demographic Results for details.*

When looking at results from other jurisdictions, results from the Government of Nova Scotia are comparable. *See Personal Growth Jurisdiction Results for details.*

It is recommended that the Public Service Commission (PSC) carry on with staffing/merit audits, as outlined in the PSC's 2004–2005 business plan. Merit audits will provide objective evidence to determine if merit-based hiring practices are being utilized in the Government of Nova Scotia. Conducting merit audits will help improve the perception of inconsistent applications of human resources policies and influence perceptions of hiring and career advancement within the government.

Personal Growth Overall Results

Employee perceptions of personal growth are measured through the following questions:



Q29 I have access to training opportunities

Q30 I am encouraged to share what I have learned with others in my workgroup.

Q31 I can apply what I have learned in training to my job

Q32 I have opportunities for career advancement within the Government of Nova Scotia

Q33 I get the training and related support I need to meet the demands of my job

Almost two-thirds, 65%, of respondents feel that they have access to training opportunities, and 56% of respondents feel that they are encouraged to share what they have learned with others in their workgroup. Over two-thirds of respondents feel that they can apply what they have learned in training to their jobs, and 58% of respondents feel that they get the training and related support they need to meet the demands of their jobs. The results were more negative when asked if respondents feel that they have opportunities for career advancement within the Government of Nova Scotia, whereby only 38% of respondents provided favourable responses.

Eighty-one per cent of respondents feel that it is important to have access to training opportunities; 79% feel that it is important to share what they have learned with others, and 82% feel that it is important to apply what they have learned in training to their jobs. Seventy-seven per cent of respondents feel that it is important to have opportunities for career advancement in the Government of Nova Scotia, and 81% of respondents feel that it is important to get the training and related support they need to meet the demands of their jobs.

Results are consistent across departments. Employees in the Public Prosecution Service, Natural Resources, and Communications Nova Scotia provided the most favourable responses. However, when asked if employees had opportunities for career advancement, respondents from the Public Prosecution Service provided the lowest favourable scores amongst all departments.

Personal Growth Demographic Results

Gender

As demonstrated in the table below, females were slightly more positive in their responses than males.

	Q29		Q30		Q31		Q32		Q33	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	65.3	28.7	54.3	29.3	69.1	22.8	38.1	46.8	56.6	31.9
Female	67.5	28.1	59.0	25.7	71.9	20.2	42.3	44.3	60.4	31.3

Job Levels

There were no major differences in responses according to a respondent's job level.

	Q29		Q30		Q31		Q32		Q33	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	65.2	29.5	55.2	28.1	71.0	20.7	37.8	47.6	58.0	32.2
Supervisory	68.2	26.1	58.8	27.3	69.9	23.0	42.9	44.0	58.1	33.0
Management	69.1	27.0	60.7	25.1	68.4	23.9	47.1	38.8	61.1	28.7

Age

There were slight differences according to age, although the 30–39 years of age group reported lower favourable scores and higher unfavourable scores than other age groups on all questions with the exception of question 32, "I have opportunities for career advancement."

	Q29		Q30		Q31		Q32		Q33	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	62.9	31.8	54.1	26.7	63.4	24.8	50.4	36.9	53.6	32.5
30–39	48.1	46.9	43.0	40.2	47.5	43.8	48.3	38.0	47.3	43.0
40–49	77.4	17.3	66.6	17.8	85.8	6.9	36.0	50.4	66.4	24.8
50–54	69.0	26.6	56.2	29.1	72.8	20.4	38.0	48.6	58.9	31.3
55 and over	71.0	23.2	60.0	24.6	74.5	16.3	36.3	45.3	60.7	28.0

Years of Experience

There were no major differences in response, with one exception. With regards to perceptions of opportunities for career advancement, question 32, as a respondent's years of experience increase, they provide less favourable responses.

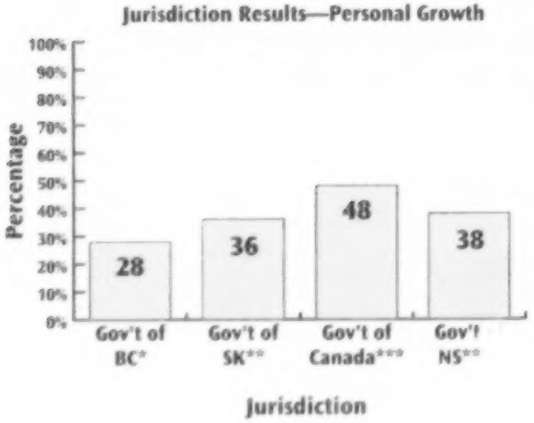
	Q29		Q30		Q31		Q32		Q33	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	63.9	30.8	53.5	28.1	63.1	25.0	49.6	33.3	56.8	32.0
2–5 years	64.8	30.7	55.1	29.7	67.6	25.4	48.1	35.1	58.7	31.0
6–10 years	61.0	32.6	54.6	29.4	67.7	23.4	43.5	41.1	57.5	32.5
11–20 years	65.9	30.3	58.7	26.7	72.1	21.4	40.0	47.9	58.1	33.9
> 20 years	70.6	23.3	57.3	25.9	72.9	18.3	34.5	51.2	59.9	29.2

Pay Plans

There were differences in responses across the different pay plan groups. As examples, employees in the "Other" pay plan category reported low levels of favourable scores, and respondents from the Professional (PR), Administrative Support (AS), and NSGEU reported low levels of favourable scores.

	Q29		Q30		Q31		Q32		Q33	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	62.7	33.3	55.6	28.9	64.8	27.2	42.0	43.1	53.7	36.2
TE-Technical	68.3	23.3	55.5	26.2	72.5	19.1	36.9	46.6	57.9	31.1
CR-Clerical	68.1	26.9	60.1	23.2	74.0	16.4	38.6	47.1	62.4	29.0
AS-Administrative Support	66.9	29.9	49.4	33.3	65.2	24.1	38.7	51.6	53.8	38.0
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	69.6	26.1	59.5	27.5	68.3	25.1	48.7	38.1	60.7	28.9
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	67.8	26.4	55.6	30.1	80.5	14.2	31.5	56.3	63.7	27.9
NSGEU Local 480-Dept. of Justice, Corrections Workers	70.8	22.2	51.4	34.3	75.0	15.3	28.4	53.7	61.4	27.1
Other (see survey for list)	57.6	37.6	52.4	29.7	67.9	24.4	39.1	47.2	53.9	35.5

Personal Growth Jurisdiction Results



* Personal growth refers to agreeing that there are enough opportunities for employees to advance in their career.

** Personal growth refers to agreeing that the department provides training and experience for employees to help them qualify for a future opportunity.

*** Personal growth refers to agreeing that employees have opportunities for promotions within their department or agency, given their education, skills, and experience.

*** Personal growth refers to employees agreeing that they have opportunities for career advancement within the Government of Nova Scotia.

When looking at results from other jurisdictions, results from the Government of Nova Scotia are comparable.

Diversity

Summary

Diversity is an area that requires improvement. Half, 50%, of respondents feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace, and 46% feel that their department values diversity. *See Diversity Overall Results for details.*

There were differences in responses according to a respondent's gender, age, and their pay plan. There were no major differences according to a respondent's years of work experience with the Government of Nova Scotia, nor were there any differences based on a respondent's job level. *See Diversity Demographic Results for details.*

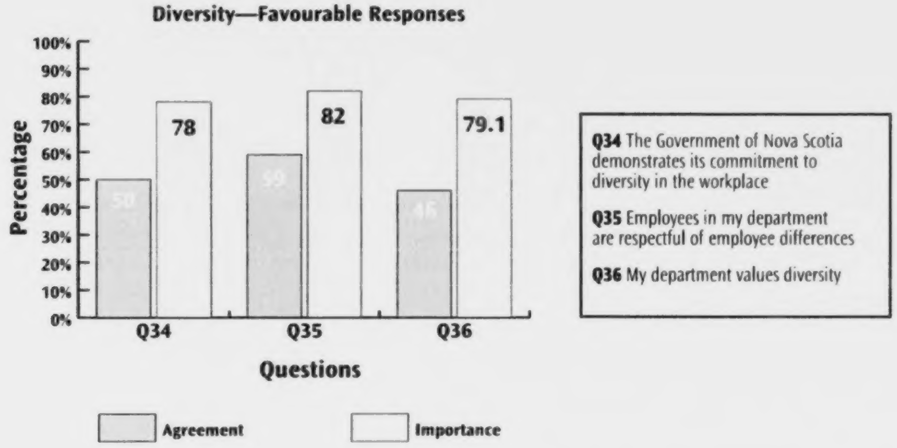
When looking at results from other jurisdictions, results from the Government of Nova Scotia are lower. *See Diversity Jurisdiction Results for details.*

It is recommended that government explore and seek to understand why employees have concerns about their department's commitment to diversity. This study should seek out best practices that are internal to the Nova Scotia government and other jurisdictions. The Diversity section of Chapter 4 provides information on possible sources of best practices.

Following this study, action plans should be developed jointly by departments and the PSC to address the causes of employee concerns and to outline solutions. The PSC should also strengthen its support and monitoring role by establishing guidelines for departmental reporting of affirmative action plans and by auditing and evaluating their progress.

Diversity Overall Results

Employee perceptions of diversity are measured through the following questions:



Fifty per cent of respondents feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace; 59% feel that employees in their department are respectful of employee differences; and 46% feel that their department values diversity.

Seventy-eight per cent of respondents feel that it is important for the Government of Nova Scotia to demonstrate its commitment to diversity; 82% feel that it is important for employees to be respectful of employee differences; and 79.1% feel that it is important for their department to value diversity.

Results are consistent across departments. Respondents from Community Services, Communications Nova Scotia and the Public Prosecution Service provided the most favourable responses.

Diversity Demographic Results

Gender

As demonstrated in the table below, females were slightly more positive in their responses than males.

	Q34		Q35		Q36	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	49.8	26.0	57.2	28.3	46.5	24.3
Female	56.2	24.0	63.7	24.7	53.7	21.6

Job Levels

There were no noteworthy differences in responses according to a respondent's job level.

	Q34		Q35		Q36	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	53.4	24.5	60.3	26.4	49.4	23.4
Supervisory	53.7	23.9	59.6	27.3	52.5	20.6
Management	50.6	29.4	62.8	25.7	50.7	23.8

Age

Younger respondents, 39 years of age and below, reported lower levels of favourable scores and higher levels of unfavourable scores than other age groups. The 40–49 years of age group provided the highest levels of favourable scores. (These differences were noted throughout the survey results.)

	Q34		Q35		Q36	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	47.4	28.1	52.7	30.8	45.2	23.7
30–39	40.5	36.0	45.1	41.5	38.3	32.8
40–49	60.8	17.8	70.7	17.0	56.5	16.3
50–54	56.8	22.3	62.0	24.6	54.1	21.1
55 and over	54.0	26.0	63.8	23.8	52.7	23.8

Years of Experience

There were no major differences according to respondent's years of experience working with the Government of Nova Scotia.

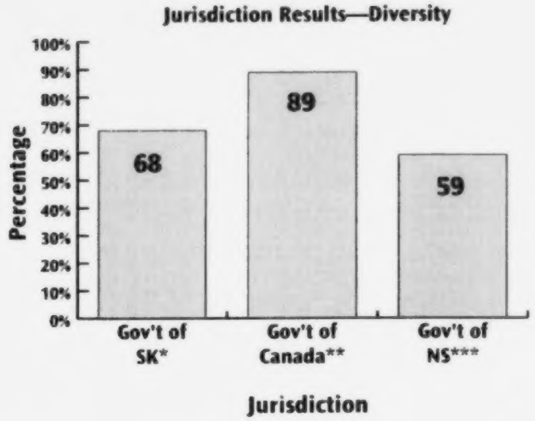
	Q34		Q35		Q36	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	51.9	28.6	60.4	28.2	52.2	27.3
2–5 years	54.4	25.2	61.3	26.3	50.4	22.5
6–10 years	51.0	27.3	57.5	28.2	47.1	25.8
11–20 years	53.1	25.0	60.8	26.5	50.4	23.4
> 20 years	54.2	23.1	61.9	25.1	51.2	20.4

Pay Plans

There were differences in responses based on pay plans. As an example, respondents from the CUPE, NSGEU, and Professional (PR) pay plans report low levels of favourable scores for the statement "my department values diversity," question 36.

	Q34		Q35		Q36	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	49.8	27.3	60.4	27.1	46.6	24.6
TE-Technical	53.2	20.9	59.9	24.2	48.6	20.0
CR-Clerical	59.2	20.1	63.7	22.6	55.4	19.2
AS-Administrative Support	54.2	25.2	60.5	29.9	55.0	23.8
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	52.6	28.4	62.7	26.8	52.4	22.4
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	47.7	29.9	51.9	34.3	45.8	30.2
NSGEU Local 480-Dept. of Justice, Corrections Workers	59.4	26.1	51.4	31.9	40.0	30.0
Other (see survey for list)	51.1	25.8	61.1	26.8	50.0	24.1

Diversity Jurisdiction Results



* Diversity refers to the question "showing respect for employees is usually practiced in the workplace."

** Diversity refers to agreeing that in their "work unit, every individual, regardless of race, colour, gender, or disability is accepted as an equal member of the team."

*** Diversity refers to "employees in my department are respectful of employee differences."

When looking at results from other jurisdictions, results from the Government of Nova Scotia are lower.

Safety and Security

Summary

Safety and security is an area of strength for the Government of Nova Scotia. The majority of respondents feel safe working in their jobs, feel that their department creates a safe work environment, and know who the Occupational Health and Safety representatives are for their work area. These are strengths that should be further built upon. *See Safety and Security Overall Results for details.*

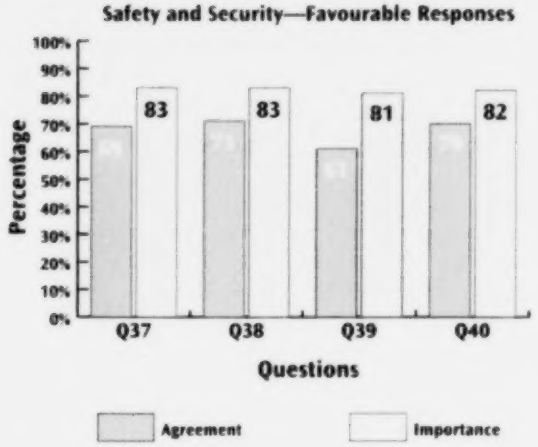
There were differences in responses according to a respondent's age, years of experience, and pay plan. There were no major differences according to a respondent's gender nor were there any differences based on a respondent's job level. *See Safety and Security Demographic Results for details.*

When looking at results from other jurisdictions, results from the Government of Nova Scotia are slightly higher. *See Safety and Security Jurisdiction Results for details.*

It is recommended that the Government of Nova Scotia continue to promote safety and a safe work environment to its employees and to identify opportunities for continuous improvement in the area of safety.

Safety and Security Overall Results

Employee perceptions of safety and security are measured through the following questions:



Q37 My department creates a safe work environment for its employees

Q38 I feel safe working in my job

Q39 Harassment is not tolerated in my workplace

Q40 I know who the Occupational Health and Safety representatives are for my work area

Sixty-nine per cent of respondents report their department creates a safe work environment for its employees; 71% of respondents report feeling safe working in their job; and 61% report that harassment is not tolerated in their workplace. Seventy per cent of respondents report that they know who the Occupational Health and Safety representatives are for their work area.

Eighty-three per cent of respondents feel that it is important for their department to create a safe work environment for their employees; 83% feel that it is important to feel safe working in their jobs; and 81% feel that it is important that harassment is not tolerated in their workplace. Eighty-two per cent feel that it is important to know who the Occupational Health and Safety representatives are for their work area.

Results are consistent across departments. Employees in Transportation and Public Works; Natural Resources; Tourism, Culture and Heritage; and the Public Prosecution Service provided the highest favourable scores.

Safety and Security Demographic Results

Gender

As demonstrated in the table below, there were no major gender differences in survey responses.

	Q37		Q38		Q39		Q40	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	70.5	24.0	71.3	23.8	63.0	25.8	72.2	23.7
Female	69.7	25.1	72.1	23.5	66.2	23.5	73.4	23.8

Job Levels

There were no noteworthy differences in responses according to a respondent's job level.

	Q37		Q38		Q39		Q40	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	69.7	24.6	71.0	23.6	63.5	24.9	73.5	22.5
Supervisory	69.6	25.2	71.0	24.2	66.5	23.3	72.0	25.3
Management	71.6	25.1	74.7	24.1	67.3	26.0	69.9	27.8

Age

There were differences according to age. The 30–39 years of age group reported lower favourable scores and higher unfavourable scores than other age groups. The 40–49 years of age group provided the highest favourable scores of the groups. (These differences were noted throughout the survey results.)

	Q37		Q38		Q39		Q40	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	63.2	30.3	66.9	28.5	58.2	29.8	67.3	28.7
30–39	48.4	45.6	48.3	46.7	47.9	41.9	51.1	44.9
40–49	82.2	12.0	85.9	9.3	74.8	13.5	86.1	10.0
50–54	75.1	21.0	74.6	21.4	67.1	22.4	75.5	21.5
55 and over	74.9	19.9	77.4	17.9	69.2	22.3	78.2	19.3

Years of Experience

There were differences according to respondents' years of experience working with the Government of Nova Scotia. Respondents with more than 20 years of experience provided the highest level of favourable responses..

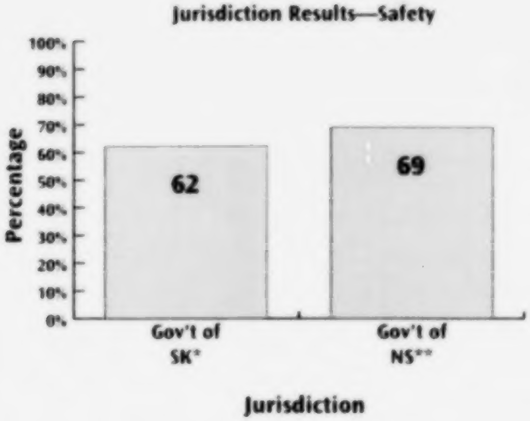
	Q37		Q38		Q39		Q40	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	67.0	27.8	69.2	26.7	62.0	28.6	64.8	30.9
2–5 years	66.9	27.0	68.5	27.4	63.6	24.7	67.3	27.6
6–10 years	67.2	25.8	67.9	26.3	61.4	27.5	68.0	28.5
11–20 years	68.4	26.7	71.4	24.2	65.3	24.0	74.4	22.1
> 20 years	74.7	20.6	75.5	19.9	66.5	23.3	77.3	19.9

Pay Plans

Respondents from the NSGEU and Professional (PR) pay plans provided the lowest level of favourable scores, and employees from CUPE provided the highest level of favourable scores, with the exception of question 39 where MCPs provided the highest level of favourable scores.

	Q37		Q38		Q39		Q40	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	64.7	29.5	66.0	29.4	60.8	26.6	66.4	29.3
TE-Technical	71.1	22.4	72.3	21.9	64.0	23.4	75.0	21.1
CR-Clerical	72.2	23.1	74.4	20.1	68.3	21.7	75.3	21.1
AS-Admin. Support	65.0	28.0	67.5	28.7	61.6	25.8	67.5	28.5
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	70.7	25.9	73.6	25.1	67.7	26.3	70.2	28.0
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	78.4	16.3	78.0	16.7	64.0	26.2	84.0	13.0
NSGEU Local 480-Dept. of Justice, Corrections Workers	62.2	31.1	56.8	25.7	52.9	32.9	84.5	9.9
Other (see survey for list)	69.5	22.8	74.2	21.7	64.2	23.0	72.9	23.7

Safety and Security Jurisdiction Results



* Safety refers to being committed to providing a safe and healthy work environment in the department.

** Safety refers to "my department creates a safe work environment for its employees."

When looking at results from other jurisdictions, results from the Government of Nova Scotia are slightly higher.

Retention

Summary

Retention is an area of concern, with several opportunities for improvements. Less than half of respondents see a future for their career working with the Government of Nova Scotia, plan on staying with the Government of Nova Scotia for the next five years, and would stay with the Government of Nova Scotia even if offered a similar job with slightly higher pay elsewhere in their communities. Furthermore, half of respondents would recommend the Government of Nova Scotia as one of the best places to work in their communities. An additional concern is that managers report higher levels of intentions to leave than other groups (supervisors and staff). *See Retention Overall Results for details.*

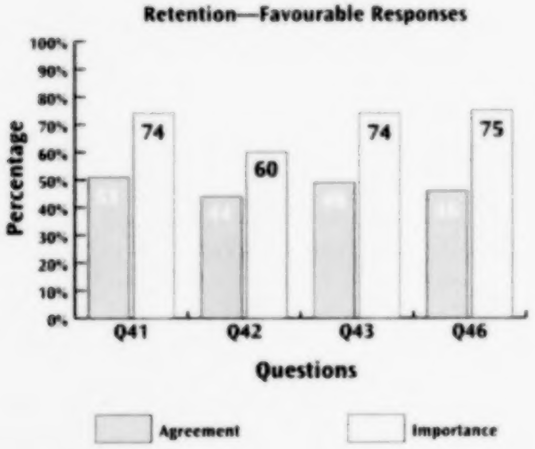
There were differences in responses according to a respondent's gender, age, years of experience, job level, and pay plan. *See Retention Demographic Results for details.*

When looking at results from other jurisdictions, results from the Government of Nova Scotia are slightly lower than other organizations. *See Retention Jurisdiction Results for details.*

It is recommended that the PSC review demographic differences regarding employees' work expectations when designing and implementing retention strategies. The PSC should also personalize their retention efforts, taking into consideration the relationship between retention and other areas identified in the survey.

Retention Overall Results

Employee perceptions of retention were measured through the following questions:



Q41 I would recommend the Government of Nova Scotia as one of the best places to work in my community

Q42 I intend to stay with the Government o Nova Scotia for the next:

- **a)** 5 years
- **b)** 10 years

Q43 I see a future for my career, working for the Government of Nova Scotia

Q46 Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia

Half of the respondents, 51%, would recommend the Government of Nova Scotia as one of the best places to work in their community. Forty-four per cent of respondents intend to stay with the Government of Nova Scotia for the next 5 years, and the same is true when asked if they intended to stay for the next 10 years. Forty-nine per cent of respondents see a future for their career working for the Government of Nova Scotia; and if offered a similar job with slightly higher pay elsewhere in their community, 46% of respondents would stay with the Government of Nova Scotia.

Seventy-four per cent of respondents feel that it is important to recommend the Government of Nova Scotia as one of the best places to work in their community. In addition, 58% of respondents feel that it is important to stay with the Government of Nova Scotia for at least 5 years; and 62% feel that it is important to stay for the next 10 years. Seventy-four per cent of respondents feel that it is important to see a future for their career working for the Government of Nova Scotia. Furthermore, 75% of respondents feel that it is important that if offered a similar job with slightly higher pay elsewhere in their community, they would stay with the Government of Nova Scotia.

Results are consistent across departments. Employees in Natural Resources; Service Nova Scotia and Municipal Relations; Public Prosecution Service; and Tourism, Culture and Heritage responded the most favourably to retention questions.

Retention Demographic Results

Gender

As demonstrated in the table below, females provided slightly higher levels of favourable responses than males.

	Q41		Q42a		Q42b		Q43		Q46	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	48.2	35.8	56.2	31.5	53.2	33.5	49.8	33.4	49.1	36.2
Female	55.3	29.7	65.9	25.3	63.7	25.2	54.8	28.7	51.7	34.2

Job Levels

There were differences in responses according to a respondent's job level. Managers provided the lowest scores across all retention questions; of immediate concern is that 44% of managers would stay with government if offered a similar job with slightly higher pay elsewhere, and 55% of managers say they will stay with the Government of Nova Scotia for the next 5 years. Furthermore, 40% of managers report that they will stay for the next 10 years.

	Q41		Q42a		Q42b		Q43		Q46	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	52.1	32.8	62.9	26.8	61.5	26.7	51.8	30.8	51.1	34.4
Supervisory	53.6	29.7	59.5	29.1	56.8	32.3	54.4	30.6	52.3	34.0
Management	46.9	36.5	54.7	34.7	46.1	37.9	50.5	34.1	43.6	41.0

Age

There were slight differences according to age. The 30–39 years of age group generally reported lower favourable scores and higher unfavourable scores than other age groups. The 40–49 age group provided the highest levels of favourable scores. (These differences were noted throughout the survey results.) Older age groups did not demonstrate higher levels of intentions to leave, as one may expect through natural attrition due to retirements.

	Q41		Q42a		Q42b		Q43		Q46	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	49.0	28.9	62.3	26.2	62.5	25.0	63.5	25.5	44.9	38.2
30–39	47.2	37.5	41.3	48.7	48.3	38.6	47.2	39.3	42.9	42.2
40–49	54.8	30.2	79.8	8.3	74.2	14.7	61.4	23.0	55.9	30.7
50–54	52.3	32.8	64.6	26.8	52.0	35.9	47.8	31.8	51.5	32.8
55 and over	52.9	30.5	57.6	31.5	37.8	48.9	41.8	36.5	50.3	36.3

Years of Experience

There were slight differences according to a respondent's years of experience working with the Government of Nova Scotia. Respondents with more years of experience report higher levels of intentions to stay with the Government of Nova Scotia.

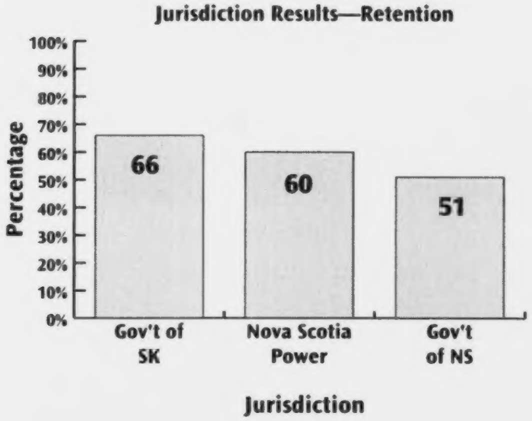
	Q41		Q42a		Q42b		Q43		Q46	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	58.3	25.9	59.4	33.9	65.0	27.7	62.6	28.9	47.7	36.4
2–5 years	54.0	30.5	55.9	31.9	57.9	28.8	57.6	28.2	46.4	36.8
6–10 years	52.2	31.0	57.8	28.1	59.4	24.4	54.8	27.4	46.2	39.9
11–20 years	50.9	34.6	62.3	27.3	64.4	24.1	53.7	30.7	50.2	35.5
> 20 years	50.2	33.7	64.0	26.9	49.9	38.9	46.0	34.4	54.3	32.0

Pay Plans

There were slight differences in responses across the different pay plan groups. Respondents in the MCP and Professional (PR) pay groups report the lowest levels of favourable scores for retention questions. As examples, respondents from MCP, CUPE, and NSGEU report low favourable levels regarding recommending the Government of Nova Scotia as one of the best places to work in their communities, question 43.

	Q41		Q42a		Q42b		Q43		Q46	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	48.7	32.9	56.3	33.2	52.9	34.8	51.3	33.6	45.4	38.8
TE-Technical	53.9	29.3	55.5	27.6	59.5	30.2	52.8	28.8	52.4	34.0
CR-Clerical	57.0	29.1	68.3	23.1	68.5	20.4	52.8	28.4	56.3	29.2
AS-Administrative Support	58.6	29.9	60.2	31.9	60.0	29.2	52.7	29.1	52.9	37.5
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	48.8	34.8	57.9	31.9	49.5	36.2	51.9	32.6	45.8	38.8
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	46.2	40.4	67.2	20.4	64.3	24.8	50.1	34.3	54.8	32.4
NSGEU Local 480-Dept. of Justice, Corrections Workers	48.6	40.3	66.7	16.7	64.1	15.1	50.0	30.3	45.6	42.6
Other (see survey for list)	54.1	35.0	60.7	28.1	60.3	24.3	57.4	28.1	47.7	39.0

Retention Jurisdiction Results



* Retention refers to the question "I would recommend the Saskatchewan public service to family or friends as a place to work."

** Retention refers to the question "I would recommend NSPI as one of the best places to work in my community."

*** Retention refers to "I would recommend the Government of Nova Scotia as one of the best places to work in my community."

When looking at results from other jurisdictions, results from the Government of Nova Scotia are slightly lower than other organizations.

Other Results

Summary

Employee perceptions of merit-based hiring is an area of concern that requires immediate attention. Thirty-eight per cent of respondents feel that hiring in the Government of Nova Scotia is based on merit. Furthermore, less than half of respondents feel that they work for an effective organization (one that regularly achieves goals set out in their business plan). *See Other Overall Results for details.*

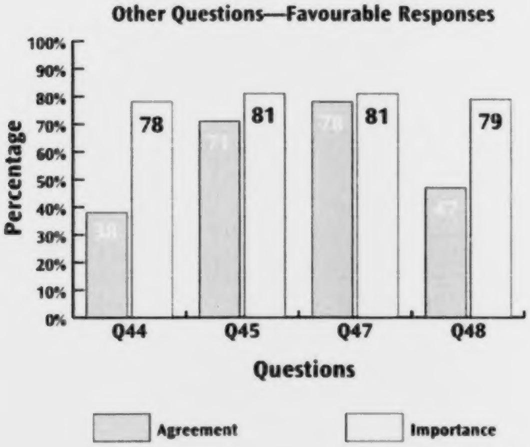
There were differences in responses according to a respondent's gender, age, years of experience, job level, and pay plan. *See Other Demographic Results for details.*

When looking at results from other jurisdictions, results from the Government of Nova Scotia are lower. *See Other Jurisdiction Results for details.*

It is recommended that the Public Service Commission (PSC) carry on with staffing/merit audits, as outlined in the PSC's 2004–2005 business plan. Merit audits will provide objective evidence to determine if merit-based hiring practices are being utilized in the Government of Nova Scotia. Conducting merit audits will help improve the perception of inconsistent applications of human resources policies and influence perceptions of hiring and career advancement within the government.

Other Overall Results

Employee perceptions were measured through the following questions:



Q44 Hiring in the Government of Nova Scotia is based on merit

Q45 Employees have access to job postings within the Government of Nova Scotia

Q47 I have the required qualifications to meet the needs of my job

Q48 I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan

Slightly more than one-third of respondents, 38%, feel that hiring in the Government of Nova Scotia is based on merit. Seventy-one per cent of respondents agree that they have access to job postings within the Government of Nova Scotia, question 45.

78% of respondents agree that they have the required qualifications to meet the needs of their jobs, question 47. Less than half of respondents, 47%, agree that they work for an effective organization-one that regularly achieves the goals set out in the business plan, question 48.

Seventy-eight per cent of respondents feel that it is important for hiring in the Government of Nova Scotia to be based on merit. Eighty-one per cent of respondents feel that it is important for employees to have access to job postings within the Government of Nova Scotia, and to feel that they have the required qualifications to meet the needs of their jobs. Finally, 79.1% of respondents feel that it is important to work for an effective organization-one that regularly achieves the goals set out in the business plan.

Results are consistent across departments. Employees in Tourism, Culture and Heritage and Natural Resources provided the most favourable responses to the question regarding merit in hiring practices. Employees in the Public Prosecution Service; Tourism, Culture and Heritage; and Communications Nova Scotia provided the highest level of favourable responses for the question asking if they worked for an effective organization, one that achieves the goals set out in the business plan.

Other Demographic Results

Gender

As demonstrated in the table below, females were more positive in their responses than males.

	Q44		Q45		Q47		Q48	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Male	40.9	42.6	67.4	26.2	77.7	20.7	50.3	33.4
Female	41.3	43.5	77.2	20.1	79.8	18.8	54.8	26.6

Job Levels

There were no differences according to a respondent's job level, with one notable exception. When asked if hiring in the Government of Nova Scotia was based on merit, as a person's job level increased from staff to supervisory to management, so did their perceptions of merit-based hiring. The same trend, though less pronounced, was observed for question 48.

	Q44		Q45		Q47		Q48	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
Staff	37.7	45.5	73.0	22.4	79.8	18.5	50.1	30.4
Supervisory	44.7	38.9	71.0	25.2	76.9	22.3	55.2	28.6
Management	50.3	38.8	72.0	23.7	75.9	23.1	58.8	30.1

Age

Employees in the 30–39 years of age bracket were less favourable in their responses. When asked if hiring is based on merit, employees in the 40–49 age bracket were the least positive, reporting the lowest favourable scores. For the remainder of the questions, the 40–49 years of age bracket reported the highest favourable scores.

	Q44		Q45		Q47		Q48	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
29 and under	43.0	42.3	68.8	27.8	70.4	28.3	51.2	30.6
30–39	42.9	40.8	51.0	44.8	52.2	46.4	41.3	41.0
40–49	39.8	43.4	87.7	7.7	95.8	2.6	58.7	22.3
50–54	41.1	44.0	73.0	22.5	81.2	17.1	53.3	30.7
55 and over	39.9	45.7	75.9	19.7	86.2	12.7	57.3	27.5

Years of Experience

Employees with less than two years of work experience were the most optimistic in terms of believing that hiring was based on merit; employees with more than 20 years of service were the least optimistic. Results were consistent across groups with regards to the other questions-there were no major differences.

	Q44		Q45		Q47		Q48	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
< 2 years	49.4	35.9	68.5	29.6	72.2	27.5	54.9	28.1
2–5 years	42.6	40.0	68.8	25.8	73.5	24.6	51.6	28.4
6–10 years	43.1	42.2	71.7	24.1	75.9	23.0	54.4	29.7
11–20 years	41.3	42.8	73.5	22.0	79.6	19.2	51.9	31.0
> 20 years	37.4	46.4	73.9	21.3	82.8	15.1	52.0	29.8

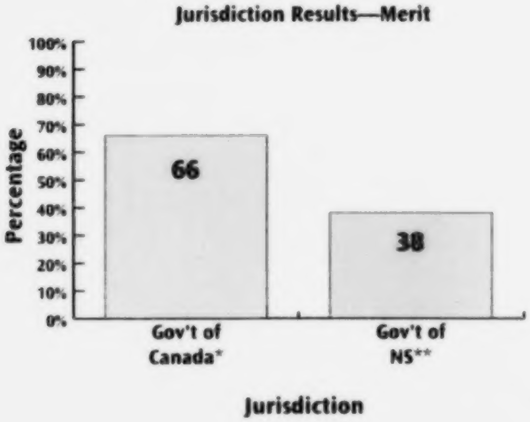
Pay Plan

There were differences in responses based on pay plans. As examples, MCP employees were the most positive when responding to the merit question, and CUPE employees were the least positive. When asked if they had the required qualifications to meet the demands of their job, CUPE employees were the most positive, with 92% of respondents from this pay group responding favourably. MCP and Administrative Support (AS) employees responded the most positively to the question of do they work for an effective organization; employees in the Other pay group category and in the Professional (PR) pay group category responded the least favourably when asked the same question.

	Q44		Q45		Q47		Q48	
	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%	Fav.%	Unfav.%
PR-Professional	42.7	42.3	67.5	28.2	72.6	26.2	46.9	34.2
TE-Technical	38.2	41.8	74.5	20.2	79.4	18.7	51.5	30.2
CR-Clerical	35.3	45.8	81.0	16.2	83.1	14.9	55.6	22.6
AS-Admin. Support	37.0	45.9	69.9	27.6	75.8	22.9	57.0	28.9
MCP-Management Compensation Plan; Employees Excluded from Bargaining Unit	51.0	39.8	71.2	25.0	74.5	24.6	59.6	29.3
CUPE Local 1867-Dept. of Transportation and Public Works, Highway Workers	34.9	47.7	69.9	23.5	91.7	6.8	51.8	34.8
NSGEU Local 480-Dept. of Justice, Corrections Workers	35.7	52.9	69.4	22.2	88.9	11.1	50.7	33.3
Other (see survey for list)	43.9	39.6	66.1	25.6	76.8	20.7	43.9	32.6

Other Jurisdiction Results

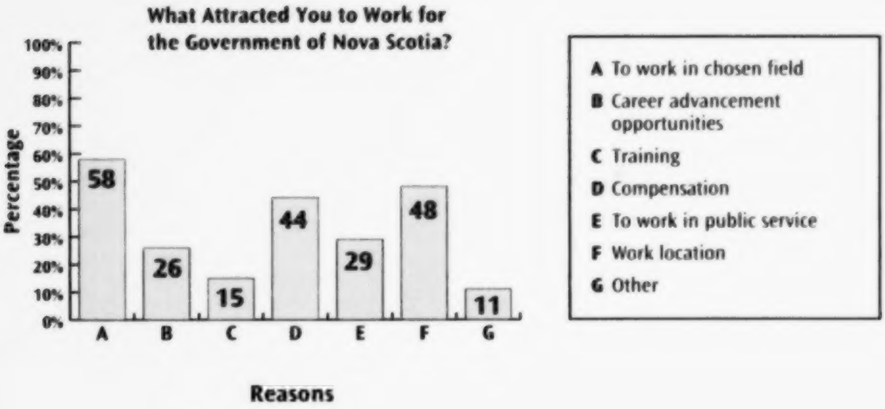
When looking at results from other jurisdictions, results from the Government of Nova Scotia are lower.



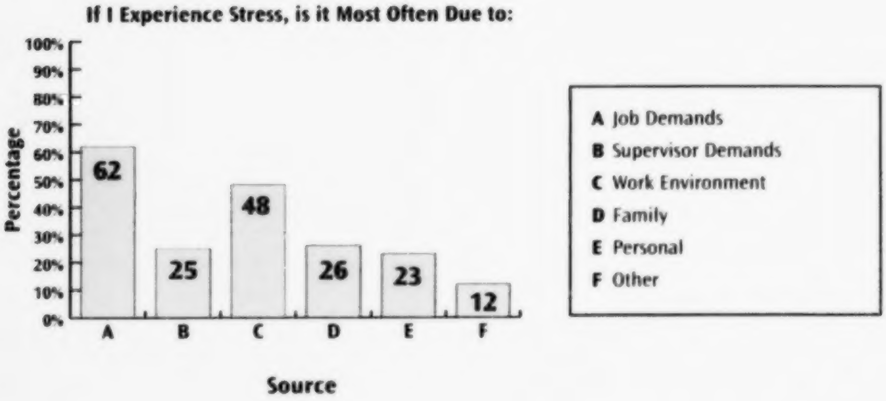
* Refers to the question "In my work unit, the process of selecting a person for a position is done fairly."

** Refers to the question "Hiring in the Government of Nova Scotia is based on merit."

Additional Questions



Working in their chosen field, work location, and compensation were the top three reasons why survey respondents were attracted to work for the Government of Nova Scotia.



Job demands, cited by 62% of respondents, and the work environment, cited by 48% of respondents, were identified as the two greatest sources of stress.

Chapter 5
Conclusions

As discussed at the beginning of this report, the employee survey is a diagnostic tool used to assess the effectiveness of the government work environment and its ability to engage and motivate employees and support a client-focused culture. Specifically, this was accomplished by measuring employee opinions, perceptions, and beliefs in 10 areas:

- teamwork
- communications
- employee involvement
- quality of work life
- leadership
- compensation and recognition
- personal growth
- diversity
- safety and security, and
- recruitment and retention

Employees were provided with opportunities to share candid input in the survey and should be involved in responding to the survey results.

Several key questions were posed at the beginning of this report, with the goal of having the questions addressed by the results of the survey. The table on the next page outlines how the survey results address each question. This information will help government to make improvements in the work environment.

Key Question	How It Was Measured/Assessed	Results
Are employees in the Government of Nova Scotia engaged-do they know how their work contributes to their department, are they motivated to help the organization succeed, and do they intend to stay with the organization? Are there differences among employee groups based on gender, age groups, or other demographic factors?	Engagement is assessed[14] by looking at three critical dimensions of engagement: do employees intend to stay with the organization (questions 41, 42, 43, and 46), do employees understand how their work relates to the organization's goals and objectives (questions 3, 6, and 8), and are employees motivated in their jobs (questions 10, 20, 21, 29, 30, 31, 32, 33, and 48).	Results of the survey indicate that employees in the Government of Nova Scotia are not actively engaged in the work environment, nor are they actively disengaged. Employees appear to be in the middle range of engagement; further details are outlined in sections that follow this table. Furthermore, differences in responses were noted across the survey. As examples: • Managers provided a higher level of favourable responses to most questions, with the exception of questions regarding quality of work life and retention, compared to staff and supervisors. • Employees in the 30–39 age group provided a lower level of favourable responses to most questions, compared to other age groups. • Finally, employees in the 40–49 age group provided a higher level of favourable responses to most questions, compared to other age groups.
What are areas of strength and where does government need to focus in order to make improvements to the work environment?	Strengths and areas that require improvements were identified based on results from questions in each of the 10 categories outlined in the survey.	Twenty areas were identified as areas of strength for government. Additionally, there were 11 areas that require improvements, and 3 areas that require immediate attention. Overall, the results were positive for this first government-wide employee survey. Please refer to Appendix E for further details.
What can government learn from this survey to help attract, retain and motivate employees, in order to provide the highest quality of service possible for Nova Scotians?	By reviewing results in the 10 categories of the work environment that were outlined in the survey and by reviewing trends in responses and relationships among responses in each category, recommendations for next steps are outlined in each area. Recommendations are prioritized, based on the percentage of favourable responses in each area.	There are several key recommendations that follow from this employee survey. Further details are included in Appendix A.

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[14] As this is the baseline survey, more time is required to determine the key drivers of engagement for the Government of Nova Scotia workforce. The 10 categories of the work environment that were measured in the survey will, over time, result in an engagement index that the Government of Nova Scotia can use to monitor its engagement levels.

What are the strengths and opportunities for improvement noted in the survey results?

Strengths

Results suggest that there are many areas of strength that government should continue to build on. Specifically, employees responded favourably to questions regarding teamwork, employee involvement, and communications. In addition, employees report that they know how their work contributes to their department's overall priorities/purpose and that they feel safe working in their jobs. Employees also responded favourably to questions regarding work-life balance, feel they have access to training opportunities, and feel that they can apply their training to their jobs. Respondents also feel they have access to job postings, and they have a good understanding of their benefits program.

Opportunities for improvement

Results also indicate several areas in the work environment that require improvements. Employees expressed concerns about reporting workplace ethical concerns or dilemmas without fear of reprisal and concerns about the fairness of their compensation. Leadership was also a concern for employees, specifically with regards to having confidence in their department leadership, feeling that leaders set a good example for employees, and feeling that supervisors manage workgroup conflict. Less than half of respondents intend to stay with the Government of Nova Scotia, and only half of respondents would recommend the government as a good place to work in their communities. Furthermore, employees do not perceive that they have opportunities for career advancement in the Government of Nova Scotia, and they do not believe that hiring is based on merit. Employees also expressed concerns related to diversity and their department's commitment to diversity.

In certain areas, the results indicate that employees neither agree nor disagree with the questions being asked. As an example, over 20% of employees report neutral feelings about diversity. This information should be considered when reviewing the results in detail.

Engagement and motivation in the government work environment

Employees who are engaged intend to stay with an organization, feel connected to the organization's goals and objectives, and are motivated in their jobs[15]. Our research suggests that Nova Scotia government employees are generally, neither actively engaged, nor actively disengaged from their work environment. This is commonly referred to as the "massive middle" and is a trend that extends beyond the work environment of the Government of Nova Scotia.

This "massive middle," as referred to by Towers Perrin, is only moderately engaged and could slide toward the wrong end of the engagement scale, ending up actively disengaged. Towers Perrin found that just under one-fifth of respondents, in their study of 35,000 employees, are reported as highly engaged, and an equal number are disengaged. They state that strengthening the engagement of the "massive middle," "may be the most critical task virtually every employer faces today."[16]

Specifically, questions that assessed motivational factors in the Government of Nova Scotia employee survey generated results that were in the middle range; on average about half of respondents responded favourably. In addition, results indicate that less than half of the respondents intend to stay with the Government of Nova Scotia for the next 5 years, and the same is true when asked about staying for the next 10 years. Finally, the most positive result is that respondents report knowing how their work contributes to their department's overall priorities/purpose and receiving the communications they need in order to do their jobs well. Based on this information, indications are that the government work environment does not completely engage employees.

What are the next steps?

Information collected in the 2004 employee survey will benefit government in many ways. In working with departments and employees, government can use the survey results, along with complementary information and research, to plan an approach to improve the Nova Scotia government work environment. In addition to follow-up efforts to identify areas of best practice, it is recommended that departments engage in additional discussions with employees to understand their opinions and to highlight how government might act to address the concerns reported in the employee survey. Results from the survey reinforce the need for action in areas that are in progress within government, such as development of a corporate human resources strategy. Results also provide data to support business and strategic planning throughout government.

[15] Parker and Wright (2001)

[16] Towers Perrin (2003). The 2003 Towers Perrin Talent Report — *Working Today: Understanding What Drives Employee Engagement*

The most critical response for government departments, once they have received results of the employee survey, is action planning. It is at this stage that leaders should demonstrate their commitment to action and solutions. Deputy Ministers, senior management teams, and employee groups need to take ownership of the results, commit to understanding them, and seek solutions to resolve issues expressed in the survey. The commitment to positive change needs to be evident throughout government. Employees and management need to jointly focus on positive action.

Suggested steps include communicating the survey results and the commitment to action. More specifically, we suggest that the PSC facilitate the development of an employee survey advisory group to monitor the development and implementation of survey action plans. This group should also ensure that progress reports and the organizational response to the survey are communicated regularly.

The response to the results should be undertaken in a coordinated, timely, inclusive, and transparent manner. Senior managers need to keep employees informed about what is happening, what they as leaders intend to accomplish, and what they have achieved to date and to remind employees why it is important.

The process of creating survey action plans should start with prioritizing the issues to be addressed. Appendix A includes recommendations that have been developed in response to issues raised in the survey, ranked according to the lowest favourable scores. These recommendations and the list of employee issues are an important starting point for planning.

Departments should be encouraged to act on concerns expressed in the survey and advise the PSC where key issues may require an organization-wide response or action. Identifying issues that have readily available solutions, and outlining how they could be implemented, is a critical next step. Government should respond and act quickly, where possible, and communicate these actions to employees. Issues that require further investigation should also be identified. If required, management should explain in an open manner when and why they cannot meet employees' expectations in a particular area.

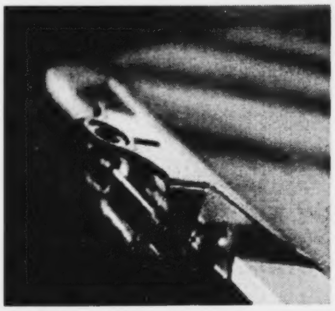
The survey results can help identify problems or issues. Some issues are more complex than others and need to be further explored and understood through activities such as brainstorming sessions, focus groups, best-practice reviews, and/or additional research. Employee input in the action planning process can be a valuable source of information to supplement and clarify results of the survey.

Survey action plans should incorporate the following: a brief description of the problem or issue being addressed, planned objectives and targets, strategies for how these objectives will be achieved with detail actions, the name of the person assigned responsibilities, and a brief description of how the action plan's effectiveness will be monitored. It may be appropriate to test proposed solutions through pilot studies prior to implementation.

How should the results of the employee survey be used in government?

Results from the survey should be integrated into the strategic planning process and into the design of new, or redesign of existing, human resources management strategies, policies, programs, and services. With regards to strategic planning, results from an employee survey support an internal assessment, as well as establishment, monitoring, and tracking of performance measures.

As the first survey of employee opinion, belief, and perceptions, the results serve as a baseline to be used to measure progress over time. Strengths should be celebrated and a commitment to action in response to areas that require improvements be demonstrated. Additionally, regular reporting of progress and a reassessment of employee opinions, perceptions, and beliefs are essential continued responses to the findings.



Appendices

Appendix A | **Recommendation Table**

(Recommendations are ranked by lowest favourable scores)

Areas That Require Immediate Attention

Favourable Scores <40%

Question	Recommended Action
Q28 **Leadership** *Senior management will try to resolve issues raised by employees in this survey. (36%)*	• A commitment to action, regular reporting of progress, and reassessment of employee beliefs, opinions, and perceptions on an annual basis are recommended. • It is recommended that government conduct further analysis to understand employee perceptions, beliefs, and opinions, by engaging in discussions in each department. Government should also explore with employees how it can address concerns raised in the survey. • Leaders should demonstrate their commitment to action and solutions. • It is recommended that the response to results be undertaken in a coordinated, timely, inclusive, and transparent manner. • The PSC should facilitate the development of an employee survey advisory group to monitor the development and implementation of survey action plans. This group should also ensure that progress reports and the organization response to the survey are communicated regularly. • The process of creating survey action plans should start with prioritizing issues to be addressed. • Departments should be encouraged to act on concerns expressed in the survey and advise the PSC where key issues may require an organization-wide response or action. Identifying issues that have readily available solutions, and outlining how they could be implemented, is a critical next step. Government should respond and act quickly, where possible, and communicate these actions to employees. Issues that require further investigation should also be identified. If required, management should explain in an open manner when and why they cannot meet employees' expectations in a particular area. • At the government-wide level, results should contribute to a corporate human resource plan and should be reflected in future corporate and department business plans. The results should also contribute to goal setting and the performance management process throughout government. • It is recommended that information collected in the survey help direct the PSC's evaluation and audit activities.

Areas That Require Immediate Attention

Favourable Scores <40%

Question	Recommended Action
Q44 **Merit** *Hiring in the Government of Nova Scotia is based on merit. (38%)*	It is recommended that the PSC continue with its merit/staffing audits, as outlined in the PSC's 2004–2005 business plan. Merit audits will provide objective evidence to determine if merit-based hiring practices are utilized in the Government of Nova Scotia. Conducting merit audits may also help improve the perception of inconsistent applications of human resource policies. It may also improve the perception of opportunities for career advancement and influence employees' perceptions about seeing a future for their careers in the Government of Nova Scotia.
Q32 **Personal Growth** *I have opportunities for career advancement within the Government of Nova Scotia (38%)*	It is recommended that government conduct further analysis to explore employee perceptions, beliefs, and opinions about merit hiring and perceptions of career advancement.

Areas for Improvement

Favourable Scores between 40–50%

Question	Recommended Action
Q42, 43, 46 **Retention** *I intent to say with the Government of Nova Scotia for (a) the next 5 years (b) the next 10 years. (41%)* *I see a future for my career, working for the Government of Nova Scotia. (49%)* *Even if offered a similar job with slightly higher pay elsewhere in my community I would stay with the Government of Nova Scotia (46%)*	It is recommended that Government review demographic differences regarding employees' work expectations when designing and implementing retention strategies. Government should also personalize their retention efforts, taking into consideration the relationship between retention and other areas identified in the survey. It is recommended that Government tailor its retention efforts, taking into consideration generational differences and the impact they have on at-risk groups. Managers report higher levels of intentions to leave than other groups. Other at-risk groups are the Generation X (24–41 years of age) group and the MCP and Professional (PR) pay groups. As an example, even though quality of work life was considered a strength overall, Generation X and management perceptions of work-life balance were not favourable. Attention to work-life balance factors should be a major focus of any retention strategy, if government is to attract and retain these at-risk groups.

Areas for Improvement

Favourable Scores between 40–50%

Question	Recommended Action
Q15 **Ethics** *I can report concerns related to workplace ethical dilemmas or conflicts. (46%)*	It is recommended that the government examine why employees expressed concern about reporting workplace ethical concerns and conflicts. Government should also develop, implement, and communicate a process that could address these issues.
Q25, Q26, Q27 **Leadership** *The leaders set a good example for employees. (46%)* *I have confidence in the leadership in my department. (48%)* *My supervisor manages conflict in my workgroup. (48%)*	It is recommended that more attention be directed towards effective leadership and strengthening employee confidence in the leadership group by addressing issues raised in this survey. Employees should be involved in the process of creating solutions in response to the issues. This effort should seek out best practices that are internal to the Nova Scotia government and other jurisdictions. The leadership section of Chapter 4 provides information on possible sources of best practices. In addition, the causes for employees' concerns about their supervisors' abilities to manage conflict need to be identified. If appropriate, training and adequate support must be provided to supervisors so they are able to manage workgroup conflict.
Q36 **Diversity** *My department values diversity. (46%)*	It is recommended that Government explore and seek to understand why employees have concerns about their department's commitment to diversity. This study should seek out best practices that are internal to the Nova Scotia government and other jurisdictions. The Diversity section of Chapter 4 would provide information on possible sources of best practices. Following this study, action plans should be developed jointly by departments and the PSC to address the causes and to outline solutions. The PSC should also strengthen its support and monitoring role by establishing guidelines for departmental reporting of affirmative action plans and by auditing and evaluating their progress.

Areas for Improvement

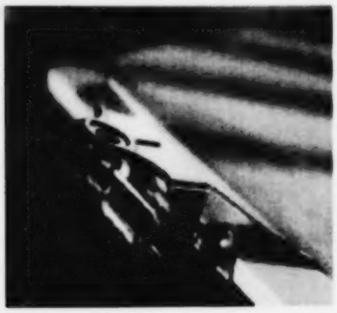
Favourable Scores between 40–50%

Question	Recommended Action
Q48 **Work for an Effective Organization** *I work for an effective organization: in other words, my department regularly achieves the goals set out in our business plan. (47%)*	To promote an accurate understanding of the department's achievement of business plan goals, employees need to have an accurate understanding of the department's goals, priorities, and purpose. It is recommended that departments ensure that employees receive information on their specific business plan and accountability reports in an appropriate format.
Q19 **Compensation and Recognition** *I am compensated fairly for my job. (48%)*	Government should explore and seek to understand why employees report concerns regarding the fairness of their compensation relative to the jobs they perform. In exploring the source(s) of employees' concerns about the fairness of their compensation, government should consider that pay procedures are more likely to be perceived as fair if they are consistently applied to all employees, employee participation is included, appeals procedures are available, and the data used is accurate. These elements need to be reinforced by the PSC and departments.
Q7 **Communication** *I received communication about our department's business plan in the past 12 months. (49%)*	To promote an accurate understanding of the department's priorities and purpose, it is recommended that departments ensure that employees receive communications regarding their business plan, in a format that is appropriate for their needs. Employees should also seek out this information.

Areas of Strength and Neutral Areas

Favourable Scores >50%

Remaining Questions *(please refer to further details in Chapter 3)*	Government should celebrate and continue building on areas identified as strengths.



Appendix B
Employee Survey

How's Work Going?

EMPLOYEE SURVEY

WHAT YOU THINK ABOUT YOUR WORK ENVIRONMENT MATTERS! FILL OUT THIS SURVEY AND HAVE YOUR SAY TO HELP MAKE THE NOVA SCOTIA PUBLIC SERVICE THE BEST IT CAN BE.

- The Public Service Commission (PSC) is surveying Nova Scotia government employees to find ways to make their workplace better. Asking employees what they think about their work environment is common in the work world today and for us, it is a fundamental part of building a strong public service.
- The data collected from this survey will support organizational development, business planning, policy development, communications, operational decision-making and strategic human resources management for Government. Results of this survey will form a baseline for future annual surveys.
- Results of the survey will be analyzed over the winter, and we expect to have results available publicly by next summer.
- This project is managed by the PSC's Evaluation and Audit Division; however, an outside firm, Sierra Systems, will collect, code, and analyze responses, and work with the PSC to identify trends.

You have two options for completing this survey: you can fill it out on paper, or you can complete it online. See the instructions handout for more information.

NOVA SCOTIA
Public Service Commission

For more information on this project, go to http://www.gov.ns.ca/psc/survey

EMPLOYEE SURVEY

Teamwork

In this section, we are asking you questions regarding your immediate workgroup. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
1	**The people I work with make an effort to help each other out**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2	The people I work with work as a team	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3	**Shared goals are developed for my workgroup**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Employee Involvement

In this section, we are asking you questions regarding your level of involvement in the workplace. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
4	I am given an opportunity to provide input on decisions that affect my job	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5	**My supervisor considers my work-related ideas**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6	I can provide input into decisions that are made in my Department	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Communications

In this section, we are asking you questions regarding your communications in the workplace. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
7	**I received communications about our Department's business plan in the past 12 months**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8	I know how my work contributes to our Department's priorities/ purpose	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
9	**I receive the communications I need in order to do my job well**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
10	My supervisor gives me feedback about my work performance	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
11	**I participate in an annual performance appraisal/ review with my supervisor**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
12	Work-related information is shared within my Department	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
13	**I know where to get information within the Government of Nova Scotia in order to do my job well**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
14	I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
15	**I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Quality of Work Life

In this section, we are asking you questions about the quality of your work life. Please think about your experience as an employee and carefully check the appropriate responses to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
16	I am provided with support to balance my work and family life	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
17	**I have the resources (tools, equipment, support and information) I need to do my job well**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
18	I can balance the demands of my work life with the demands of my personal life	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Compensation/ Recognition

In this section, we are asking you questions regarding your compensation (salary and benefits), and the recognition you receive in your job. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
19	I am compensated (salary and benefits) fairly for my job	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
20	I feel valued for my contributions at work	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
21	I receive recognition from my supervisor for a job well done	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
22	I have a good understanding of my benefits in the following areas:											
	▪ Life Insurance	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	▪ Vision Care	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	▪ Prescription Drugs	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	▪ Paramedical Practitioners (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	▪ Dental Care	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
23	I know who to contact regarding questions about my benefits coverage	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Leadership

In this section, we are asking you questions regarding leadership in your Department. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
24	I can talk openly with my supervisor about my work	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
25	The leaders (Directors and Executive Directors) in my Department set a good example for employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
26	I have confidence in the leadership in my Department	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
27	My supervisor manages conflict in my workgroup	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
28	Senior Management will try to resolve issues raised by employees in this survey	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Personal Growth

In this section, we are asking you questions about your personal growth, which includes learning and career development. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
29	I have access to training opportunities	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
30	**I am encouraged to share what I have learned with others in my workgroup**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
31	I can apply what I have learned in my training to my job	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
32	**I have opportunities for career advancement within the Government of Nova Scotia**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
33	I get the training and related support I need to meet the demands of my job	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Diversity

In this section, we are asking you questions about diversity in our workplace. Diversity refers to differences in abilities, age, culture, ethnicity, gender, or physical characteristics. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
34	**The Government of Nova Scotia demonstrates its commitment to diversity in the workplace**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
35	Employees in my Department are respectful of employee differences	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
36	**My Department values diversity**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Safety/ Security

In this section, we are asking you questions regarding safety and security in the workplace. Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
37	**My Department creates a safe work environment for its employees**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
38	I feel safe working in my job	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
39	**Harassment is not tolerated in my workplace**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
40	I know who the Occupational Health and Safety representatives are for my work area	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Recruitment/ Retention

In this section, we are asking you questions regarding recruitment (attracting employees to work in the Government of Nova Scotia) and retention (keeping those employees working in the Government of Nova Scotia). Please think about your experience as an employee and carefully check the appropriate response to each question.

		Level of Agreement						Level of Importance				
		Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree	Don't Know/ Not Sure	Not Important	Somewhat Important	Important	Very Important	Critical
		1	2	3	4	5	9	1	2	3	4	5
41	**I would recommend the Government of Nova Scotia as one of the best places to work in my community**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
42	I intend to stay with the Government of Nova Scotia for											
	• The next five years	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	• The next ten years	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
43	**I see a future for my career, working for the Government of Nova Scotia**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
44	Hiring in the Government of Nova Scotia is based on merit	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
45	**Employees have access to job postings within the Government of Nova Scotia**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
46	Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
47	**I have the required qualifications to meet the needs of my job**	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
48	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Other Questions

49	If I experience stress, it is most often due to the following factors: **(select those that apply)**	☐ Job demands ☐ Supervisor demands ☐ Work environment ☐ Family ☐ Personal ☐ Other
50	**What attracted you to work for the Government of Nova Scotia? (select those that apply)**	**☐ Opportunity to work in your chosen field** **☐ Career advancement opportunities; opportunities for promotion** **☐ Support for training and related professional development activities** **☐ Compensation (pay and benefits)** **☐ Your desire to work in the public service** **☐ Work location** **☐ Other? Please specify ________________________**

Demographic Questions

Your answers to these questions will help us to interpret, sort, and analyze our data and to determine our results. **Please select only one answer to each question.**

Your Department

Please identify your home Department as your Department. As an example, if you work for the Justice CSU, you would select Justice as your Department.

- ☐ Agriculture and Fisheries
- ☐ Communications Nova Scotia
- ☐ Community Services
- ☐ Education
- ☐ Environment and Labour
- ☐ Finance
- ☐ Health
- ☐ Justice
- ☐ Natural Resources
- ☐ Public Prosecution Service
- ☐ Service Nova Scotia and Municipal Relations
- ☐ Tourism, Culture, and Heritage
- ☐ Transportation and Public Works
- ☐ **One of the following** (listed in alphabetical order): Aboriginal Affairs, Acadian Affairs, Election Expenses, Emergency Measures, Energy, Executive Council Office, Freedom of Information and Protection of Privacy Review Office, Government House, Human Rights Commission, Intergovernmental Affairs, Legislative Expenses, Nova Scotia Advisory Council on the Status of Women, Nova Scotia Police Commission, Nova Scotia Securities Commission, NSAC Research, Office of Economic Development, Office of Health Promotion, Office of the Auditor General, Office of the Legislative Counsel, Office of the Ombudsman, Office of the Premier, Office of the Speaker, Public Service Commission, Sydney Tar Ponds Agency, Treasury and Policy Board, Utilities and Review Board, Voluntary Planning, or Workers Compensation Appeal Tribunal

Your Age

- ☐ 29 years of age or younger
- ☐ 30-39 years of age
- ☐ 40-49 years of age
- ☐ 50-54 years of age
- ☐ 55 years of age or older

Other Questions

49	If I experience stress, it is most often due to the following factors: **(select those that apply)**	☐ Job demands ☐ Supervisor demands ☐ Work environment ☐ Family ☐ Personal ☐ Other
50	What attracted you to work for the Government of Nova Scotia? **(select those that apply)**	☐ Opportunity to work in your chosen field ☐ Career advancement opportunities; opportunities for promotion ☐ Support for training and related professional development activities ☐ Compensation (pay and benefits) ☐ Your desire to work in the public service ☐ Work location ☐ Other? Please specify ____________

Demographic Questions

Your answers to these questions will help us to interpret, sort, and analyze our data and to determine our results. **Please select only one answer to each question.**

Your Department

Please identify your home Department as your Department. As an example, if you work for the Justice CSU, you would select Justice as your Department.

- ☐ Agriculture and Fisheries
- ☐ Communications Nova Scotia
- ☐ Community Services
- ☐ Education
- ☐ Environment and Labour
- ☐ Finance
- ☐ Health
- ☐ Justice
- ☐ Natural Resources
- ☐ Public Prosecution Service
- ☐ Service Nova Scotia and Municipal Relations
- ☐ Tourism, Culture, and Heritage
- ☐ Transportation and Public Works
- ☐ **One of the following** (listed in alphabetical order): Aboriginal Affairs, Acadian Affairs, Election Expenses, Emergency Measures, Energy, Executive Council Office, Freedom of Information and Protection of Privacy Review Office, Government House, Human Rights Commission, Intergovernmental Affairs, Legislative Expenses, Nova Scotia Advisory Council on the Status of Women, Nova Scotia Police Commission, Nova Scotia Securities Commission, NSAC Research, Office of Economic Development, Office of Health Promotion, Office of the Auditor General, Office of the Legislative Counsel, Office of the Ombudsman, Office of the Premier, Office of the Speaker, Public Service Commission, Sydney Tar Ponds Agency, Treasury and Policy Board, Utilities and Review Board, Voluntary Planning, or Workers Compensation Appeal Tribunal

Your Age

- ☐ 29 years of age or younger
- ☐ 30-39 years of age
- ☐ 40-49 years of age
- ☐ 50-54 years of age
- ☐ 55 years of age or older

Years of Employment Experience in the Government of Nova Scotia

☐ Fewer than 2 years
☐ 2-5 years
☐ 6-10 years
☐ 11-20 years
☐ 20 years or more

Your Gender

☐ Male
☐ Female

(Voluntary Self-Identification) Are you a member of one of the following groups: Aboriginal persons, racially visible persons, persons with disabilities?

☐ Yes
☐ No

Your Job Level

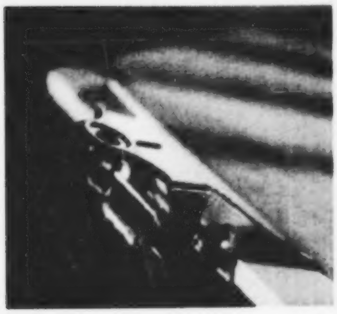
☐ Staff (no supervisory or management responsibilities)
☐ Supervisory (Team Lead, Supervisor, Foreman)
☐ Management (Project Manager, Program Manager, Manager, Director, Executive Director, Assistant Deputy Minister, Deputy Minister)

Your Pay Plan

☐ PR- Professional
☐ TE- Technical
☐ CL- Clerical
☐ MCP- Management Compensation Plan
☐ AS- Administrative Support
☐ CUPE Local 1867 (Department of Transportation and Public Works, Highway Workers)
☐ NSGEU Local 480 (Department of Justice, Adult Corrections)
☐ **One of the following:**
- CA- Crown Attorneys
- EDC- Education
- HSA or HSB- Health Services
- HSN- Health Services, Nursing
- MOS- Maintenance and Operational Services
- MS- Medical Services
- PPS- Public Prosecution Service
- PS- Pathologists and Scientists
- SCA- Senior Crown Attorneys
- SCC- Senior Crown Counsel
- SE- Services
- TRS- Treasury Services

Additional Comments

Thank you for completing the survey! Please return completed surveys in the enclosed pre-stamped, addressed envelope.



Appendix C
Demographic Profile of Respondents

Respondent Profile[1]— 2004 Employee Survey

Age Range	Respondent Count	Respondent Percentage	Population Count	Population Percentage
29 and younger	152	3.5	289	3.6
30–39 years	1158	26.7	1593	19.6
40–49 years	1536	35.4	3439	4.2
50–55 years	855	19.7	1849	22.8
55 and older	565	13.0	957	11.8
Non-Response	68	1.6	N/A	N/A

Years of Experience	Respondent Count	Respondent Percentage	Population Count	Population Percentage
Fewer than 2	274	6.3	1219	15.0
2–5	496	11.4	990	12.2
6–10	720	16.6	1663	20.5
11–20	1362	31.4	2322	28.6
20 and above	1447	33.4	1933	23.8
Non-Response	35	0.8	N/A	N/A

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[1] Survey population data as of December 1, 2003 from HRMS report. Due to backdated transactions within HRMS, the total survey population number is calculated as 8127 in this file, as opposed to 8135.

Gender	Respondent Count	Respondent Percentage	Population Count	Population Percentage
Male	2059	47.5	4231	52.1
Female	2220	51.2	3896	47.9
Non-Response	55	1.3	N/A	N/A

Job Level[2]	Respondent Count	Respondent Percentage
Staff	2867	66.2
Supervisory	771	17.8
Management	609	14.1
Non-Response	86	2.0

Pay Plan	Respondent Count	Respondent Percentage	Population Count	Population Percentage
PR-Professional	1082	25.0	1830	22.5
TE-Technical	652	15.0	1139	14.0
CR-Clerical	939	21.7	1636	20.1
MCP-Management Compensation Plan	700	16.2	1112	13.6
AS-Administrative Support	159	3.7	237	2.9
CUPE Local 1867- (Highway Workers)	422	9.7	1112	13.6
NSGEU Local 480 (Corrections Workers)	74	1.7	191	2.3
Other (see survey for list)	247	5.7	870	10.7
Non-Response	58	1.3	N/A	N/A

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[2] Job level data for the survey population is not available.

Member of a Diverse Group?[5]	Respondent Count	Respondent Percentage
Yes	258	6.0
No	3742	86.3
Non-Response	334	7.7

---

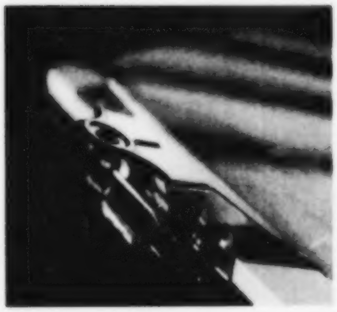
[5] Diversity information for the survey population is not available.

Appendix D | Correlation Table

Correlation scores that are highlighted in gray demonstrate a strong positive relationship between survey dimensions.

	Teamwork	Employee Involvement	Commu-nications	Quality of Work Life	Compensation & Recognition	Leadership	Personal Growth	Diversity	Safety	Retention
Teamwork	1	.615 (**)	.668 (**)	.581 (**)	.474 (**)	.564 (**)	.606 (**)	.582 (**)	.655 (**)	.472 (**)
Employee Involvement	.615 (**)	1	.716 (**)	.581 (**)	.600 (**)	.687 (**)	.664 (**)	.508 (**)	.575 (**)	.491 (**)
Communications	.668 (**)	.716 (**)	1	.651 (**)	.636 (**)	.704 (**)	.725 (**)	.591 (**)	.651 (**)	.544 (**)
Quality of Work Life	.581 (**)	.581 (**)	.651 (**)	1	.563 (**)	.602 (**)	.666 (**)	.562 (**)	.658 (**)	.580 (**)
Compensation & Recognition	.474 (**)	.600 (**)	.636 (**)	.563 (**)	1	.710 (**)	.612 (**)	.473 (**)	.426 (**)	.553 (**)
Leadership	.564 (**)	.687 (**)	.704 (**)	.602 (**)	.710 (**)	1	.673 (**)	.566 (**)	.526 (**)	.593 (**)
Personal Growth	.606 (**)	.664 (**)	.725 (**)	.666 (**)	.612 (**)	.673 (**)	1	.607 (**)	.645 (**)	.600 (**)
Diversity	.582 (**)	.508 (**)	.591 (**)	.562 (**)	.473 (**)	.566 (**)	.607 (**)	1	.627 (**)	.516 (**)
Safety	.655 (**)	.575 (**)	.651 (**)	.658 (**)	.426 (**)	.526 (**)	.645 (**)	.627 (**)	1	.515 (**)
Retention	.472 (**)	.491 (**)	.544 (**)	.580 (**)	.553 (**)	.593 (**)	.600 (**)	.516 (**)	.515 (**)	1

** Correlation is significant at the 0.01 level (2-tailed)



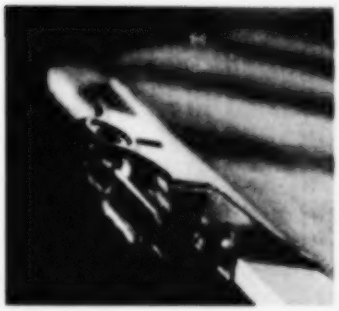
Appendix E
Summary of Strengths and Opportunities for Improvement

Strengths	Opportunities for Improvement
Teamwork	
72% of employees feel that co-workers make an effort to help each other 67% of employees feel that they work as part of a team	
Employee Involvement	
62% of employees feel that they can provide input on decisions that affect their jobs 65% of employees feel that their supervisor considers their work-related ideas	
Communications	
65% of employees know how their work contributes to the department's priorities/purpose 60% of employees feel that they receive the communications they need in order to do their jobs well 63% of employees know where to get information within the Government of Nova Scotia in order to do their jobs well	49% of employees report receiving communications about their department's business plan in the past 12 months

Strengths	Opportunities for Improvement
Workplace Ethics	
	46% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Quality of Work Life	
	68% of employees feel that they can balance the demands of their work lives with the demands of their personal lives 62% of employees feel that they have the resources to do their jobs well
Compensation and Recognition	
	48% of employees feel that they are compensated fairly for their jobs
Benefits	
On average, 64% of employees feel that they have a good understanding of their benefits coverage	
Leadership	
68% of employees feel that they can talk openly with their supervisor about their work	48% of employees have confidence in their department leadership 48% of employees feel that their supervisor manages conflict in their workgroup 46% of employees feel that their department leaders set a good example for employees 36% of employees feel that senior management will try to resolve issues raised by the employee SURVEY

Strengths	Opportunities for Improvement
Personal Growth (Training)	
65% of employees feel that they have access to training opportunities 69% of employees feel that they can apply what they have learned in training to their jobs	38% of employees feel that they have opportunities for career advancement
Diversity	
	46% of employees feel that their department values diversity
Safety	
69% of employees feel that their department creates a safe work environment 71% of employees feel safe working in their jobs 61% of employees feel that harassment is not tolerated in their workplace 70% of employees agree that they know who the Occupational Health and Safety representatives are for their work area creates a safe work environment	

Strengths	Opportunities for Improvement
Retention	
	44% of employees intend to stay with the Government of Nova Scotia for the next 5 years, and 44% of employees intend to stay for the next 10 years 46% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community 49% of employees see a future for their careers working for the Government of Nova Scotia
Other Questions	
71% of employees feel that they have access to job postings within the Government of Nova Scotia	38% of employees feel that hiring in the Government of Nova Scotia is based on merit 47% of employees feel that they work for an effective organization, one that regularly achieves the goals set out in its business plan



Appendix F
Overall Results Data Tables

Teamwork

Please note that percentages have been rounded to the nearest number and, as a result, totals may not equal 100%.

Q1: The people I work with make an effort to help each other out

Level of Agreement	**Responses**	**Percent (%)**	**Level of Importance**	**Responses**	**Percent (%)**
Strongly Disagree	506	12	Not Important	274	6
Somewhat Disagree	564	13	Somewhat Important	510	12
Neither Agree or Disagree	102	2	Important	590	14
Somewhat Agree	1085	25	Very Important	1958	45
Strongly Agree	2037	47	Critical	906	21
Non-Response/Unsure	40	1	Non-Response/Unsure	96	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Q2: The people I work with work as a team

Level of Agreement	**Responses**	**Percent (%)**	**Level of Importance**	**Responses**	**Percent (%)**
Strongly Disagree	455	11	Not Important	304	7
Somewhat Disagree	702	16	Somewhat Important	510	12
Neither Agree or Disagree	185	4	Important	663	15
Somewhat Agree	1314	30	Very Important	1761	41
Strongly Agree	1598	37	Critical	956	22
Non-Response/Unsure	80	2	Non-Response/Unsure	140	3
Total	**4334**	**100**	**Total**	**4334**	**100**

Q3: Shared goals are developed for my workgroup

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	512	12
Somewhat Disagree	733	17
Neither Agree or Disagree	542	13
Somewhat Agree	1376	32
Strongly Agree	980	23
Non-Response/Unsure	191	3
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	227	5
Somewhat Important	735	17
Important	1177	27
Very Important	1488	34
Critical	512	12
Non-Response/Unsure	195	5
Total	**4334**	**100**

Employee Involvement

Q4: I am given an opportunity to provide input on decisions that affect my job

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	622	14
Somewhat Disagree	752	17
Neither Agree or Disagree	237	6
Somewhat Agree	1455	34
Strongly Agree	1218	28
Non-Response/Unsure	50	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	230	5
Somewhat Important	566	13
Important	900	21
Very Important	1916	44
Critical	600	14
Non-Response/Unsure	122	3
Total	**4334**	**100**

Q5: My supervisor considers my work-related ideas

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	606	14
Somewhat Disagree	548	13
Neither Agree or Disagree	262	6
Somewhat Agree	1258	29
Strongly Agree	1573	36
Non-Response/Unsure	87	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	182	4
Somewhat Important	601	14
Important	1007	23
Very Important	1933	45
Critical	468	11
Non-Response/Unsure	143	3
Total	**4334**	**100**

Q6: I can provide input into decisions that are made in my department

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	748	17
Somewhat Disagree	802	19
Neither Agree or Disagree	496	11
Somewhat Agree	1296	30
Strongly Agree	898	21
Non-Response/Unsure	94	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	181	4
Somewhat Important	716	17
Important	1395	32
Very Important	1502	35
Critical	398	9
Non-Response/Unsure	142	3
Total	**4334**	**100**

Communications

Q7: I received communications about our department's business plan in the past 12 months

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	953	22
Somewhat Disagree	571	13
Neither Agree or Disagree	411	10
Somewhat Agree	895	21
Strongly Agree	1219	28
Non-Response/Unsure	285	7
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	273	6
Somewhat Important	933	22
Important	1573	36
Very Important	1170	27
Critical	288	7
Non-Response/Unsure	97	2
Total	**4334**	**100**

Q8: I know how my work contributes to our department's priorities/purpose

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	514	12
Somewhat Disagree	561	13
Neither Agree or Disagree	358	8
Somewhat Agree	1147	27
Strongly Agree	1645	38
Non-Response/Unsure	109	3
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	208	5
Somewhat Important	670	16
Important	1378	32
Very Important	1554	36
Critical	430	10
Non-Response/Unsure	94	2
Total	**4334**	**100**

Q9: I receive the communications I need in order to do my job well

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	422	10
Somewhat Disagree	887	21
Neither Agree or Disagree	337	8
Somewhat Agree	1545	36
Strongly Agree	1058	24
Non-Response/Unsure	85	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	295	7
Somewhat Important	490	11
Important	888	21
Very Important	1705	39
Critical	840	19
Non-Response/Unsure	116	3
Total	**4334**	**100**

Q10: My supervisor gives me feedback about my work performance

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	646	15
Somewhat Disagree	721	17
Neither Agree or Disagree	365	8
Somewhat Agree	1150	27
Strongly Agree	1377	32
Non-Response/Unsure	75	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	277	6
Somewhat Important	548	13
Important	956	22
Very Important	1779	41
Critical	668	15
Non-Response/Unsure	106	2
Total	**4334**	**100**

Q11: I participate in an annual performance appraisal with my supervisor

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	1087	25
Somewhat Disagree	458	11
Neither Agree or Disagree	331	8
Somewhat Agree	639	15
Strongly Agree	1642	38
Non-Response/Unsure	177	4
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	350	8
Somewhat Important	697	16
Important	985	23
Very Important	1578	36
Critical	612	14
Non-Response/Unsure	112	3
Total	**4334**	**100**

Q12: Work-related information is shared within my department

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	514	12
Somewhat Disagree	878	20
Neither Agree or Disagree	395	9
Somewhat Agree	1413	33
Strongly Agree	1029	24
Non-Response/Unsure	105	3
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	204	5
Somewhat Important	556	13
Important	1134	26
Very Important	1721	40
Critical	605	14
Non-Response/Unsure	114	3
Total	**4334**	**100**

Q13: I know where to get information within the government of Nova Scotia in order to do my job well

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	408	9
Somewhat Disagree	691	16
Neither Agree or Disagree	387	9
Somewhat Agree	1436	33
Strongly Agree	1303	30
Non-Response/Unsure	109	3
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	214	5
Somewhat Important	584	14
Important	1204	28
Very Important	1659	38
Critical	581	13
Non-Response/Unsure	92	2
Total	**4334**	**100**

Ethics

Q14: I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	533	12
Somewhat Disagree	718	17
Neither Agree or Disagree	388	9
Somewhat Agree	1238	29
Strongly Agree	1310	30
Non-Response/Unsure	147	3
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	196	5
Somewhat Important	575	13
Important	1190	28
Very Important	1657	38
Critical	626	14
Non-Response/Unsure	90	2
Total	**4334**	**100**

Q15: I can report concerns related to workplace ethical dilemmas or conflicts without fear or reprisal

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	777	18
Somewhat Disagree	725	17
Neither Agree or Disagree	558	13
Somewhat Agree	905	21
Strongly Agree	1102	25
Non-Response/Unsure	267	6
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	270	6
Somewhat Important	498	12
Important	972	22
Very Important	1627	38
Critical	869	20
Non-Response/Unsure	98	2
Total	**4334**	**100**

Quality of Work Life

Q16: I am provided with support to balance my work and family life

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	638	15
Somewhat Disagree	687	16
Neither Agree or Disagree	610	14
Somewhat Agree	1100	25
Strongly Agree	1221	28
Non-Response/Unsure	78	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	298	7
Somewhat Important	518	12
Important	794	18
Very Important	1775	41
Critical	875	20
Non-Response/Unsure	74	2
Total	**4334**	**100**

Q17: I have the resources (tools, equipment, support, and information) I need to do my job well

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	473	11
Somewhat Disagree	844	20
Neither Agree or Disagree	273	6
Somewhat Agree	1424	33
Strongly Agree	1278	30
Non-Response/Unsure	42	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	341	8
Somewhat Important	424	10
Important	584	14
Very Important	1886	44
Critical	1030	24
Non-Response/Unsure	69	2
Total	**4334**	**100**

Q18: I can balance the demands of my work life with the demands of my personal life

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	455	11
Somewhat Disagree	608	14
Neither Agree or Disagree	276	6
Somewhat Agree	1173	27
Strongly Agree	1773	41
Non-Response/Unsure	49	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	325	8
Somewhat Important	446	10
Important	605	14
Very Important	1841	43
Critical	1051	24
Non-Response/Unsure	66	2
Total	**4334**	**100**

Compensation/Recognition

Q19: I am compensated (salary and benefits) fairly for my job

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	890	21
Somewhat Disagree	1091	25
Neither Agree or Disagree	229	5
Somewhat Agree	1348	31
Strongly Agree	730	17
Non-Response/Unsure	46	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	263	6
Somewhat Important	464	11
Important	593	14
Very Important	2050	47
Critical	890	21
Non-Response/Unsure	74	2
Total	**4334**	**100**

Q20: I feel valued for my contributions at work

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	633	15
Somewhat Disagree	912	21
Neither Agree or Disagree	402	9
Somewhat Agree	1345	31
Strongly Agree	972	22
Non-Response/Unsure	70	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	242	6
Somewhat Important	512	12
Important	763	18
Very Important	2033	47
Critical	698	16
Non-Response/Unsure	86	2
Total	**4334**	**100**

Q21: I receive recognition from my supervisor for a job well done

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	660	15
Somewhat Disagree	695	16
Neither Agree or Disagree	439	10
Somewhat Agree	1194	28
Strongly Agree	1253	29
Non-Response/Unsure	93	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	182	4
Somewhat Important	574	13
Important	972	22
Very Important	1919	44
Critical	567	13
Non-Response/Unsure	120	3
Total	**4334**	**100**

Benefits

Q22: I have a good understanding of my benefits in the area of Life Insurance

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	398	9
Somewhat Disagree	685	16
Neither Agree or Disagree	387	9
Somewhat Agree	1401	32
Strongly Agree	1313	30
Non-Response/Unsure	150	4
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	347	8
Somewhat Important	559	13
Important	1259	29
Very Important	1677	39
Critical	351	8
Non-Response/Unsure	141	3
Total	**4334**	**100**

Q22: I have a good understanding of my benefits in the area of Vision Care

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	423	10
Somewhat Disagree	559	13
Neither Agree or Disagree	312	7
Somewhat Agree	1263	29
Strongly Agree	1624	38
Non-Response/Unsure	153	4
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	212	5
Somewhat Important	485	11
Important	1301	30
Very Important	1769	41
Critical	400	9
Non-Response/Unsure	167	4
Total	**4334**	**100**

Q22: I have a good understanding of my benefits in the area of Prescription Drugs

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	365	8
Somewhat Disagree	515	12
Neither Agree or Disagree	309	7
Somewhat Agree	1185	27
Strongly Agree	1802	42
Non-Response/Unsure	158	4
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	140	3
Somewhat Important	502	12
Important	1458	34
Very Important	1729	40
Critical	375	9
Non-Response/Unsure	130	3
Total	**4334**	**100**

Q22: I have a good understanding of my benefits in the area of Paramedical Practitioners (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	261	6
Somewhat Disagree	786	18
Neither Agree or Disagree	664	15
Somewhat Agree	1247	29
Strongly Agree	1187	27
Non-Response/Unsure	189	4
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	171	4
Somewhat Important	593	14
Important	1463	34
Very Important	1622	37
Critical	342	8
Non-Response/Unsure	143	3
Total	**4334**	**100**

Q22: I have a good understanding of my benefits in the area of Dental Care

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	164	4
Somewhat Disagree	538	12
Neither Agree or Disagree	549	13
Somewhat Agree	1258	29
Strongly Agree	1655	38
Non-Response/Unsure	170	4
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	154	4
Somewhat Important	535	12
Important	1394	32
Very Important	1666	38
Critical	363	8
Non-Response/Unsure	222	5
Total	**4334**	**100**

Q23: I know who to contact regarding questions about my benefits coverage

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	515	12
Somewhat Disagree	631	15
Neither Agree or Disagree	263	6
Somewhat Agree	978	23
Strongly Agree	1703	39
Non-Response/Unsure	244	6
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	130	3
Somewhat Important	532	12
Important	1378	32
Very Important	1749	40
Critical	385	9
Non-Response/Unsure	160	4
Total	**4334**	**100**

Leadership

Q24: I can talk openly with my supervisor about my work

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	638	15
Somewhat Disagree	532	12
Neither Agree or Disagree	162	4
Somewhat Agree	989	23
Strongly Agree	1972	46
Non-Response/Unsure	41	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	274	6
Somewhat Important	474	11
Important	581	13
Very Important	2093	48
Critical	833	19
Non-Response/Unsure	79	2
Total	**4334**	**100**

Q25: The leaders (Directors and Executive Directors) in my department set a good example for employees

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	754	17
Somewhat Disagree	796	18
Neither Agree or Disagree	640	15
Somewhat Agree	1050	24
Strongly Agree	960	22
Non-Response/Unsure	134	3
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	278	6
Somewhat Important	486	11
Important	845	20
Very Important	1800	42
Critical	833	19
Non-Response/Unsure	92	2
Total	**4334**	**100**

Q26: I have confidence in the leadership in my department

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	776	18
Somewhat Disagree	854	20
Neither Agree or Disagree	543	13
Somewhat Agree	1114	26
Strongly Agree	964	22
Non-Response/Unsure	83	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	276	6
Somewhat Important	468	11
Important	747	17
Very Important	1813	42
Critical	944	22
Non-Response/Unsure	86	2
Total	**4334**	**100**

Q27: My supervisor manages conflict in my workgroup

Level of Agreement	Responses	Percent (%)	Level of Importance	Responses	Percent (%)
Strongly Disagree	733	17	Not Important	231	5
Somewhat Disagree	738	17	Somewhat Important	501	12
Neither Agree or Disagree	645	15	Important	899	21
Somewhat Agree	1092	25	Very Important	1842	43
Strongly Agree	967	22	Critical	756	17
Non-Response/Unsure	159	4	Non-Response/Unsure	105	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Q28: Senior management will try to resolve issues raised by employees in this survey

Level of Agreement	Responses	Percent (%)	Level of Importance	Responses	Percent (%)
Strongly Disagree	865	20	Not Important	264	6
Somewhat Disagree	829	19	Somewhat Important	489	11
Neither Agree or Disagree	715	17	Important	868	20
Somewhat Agree	906	21	Very Important	1672	39
Strongly Agree	660	15	Critical	929	21
Non-Response/Unsure	359	8	Non-Response/Unsure	112	3
Total	**4334**	**100**	**Total**	**4334**	**100**

Personal Growth

Q29: I have access to training opportunities

Level of Agreement	Responses	Percent (%)	Level of Importance	Responses	Percent (%)
Strongly Disagree	535	12	Not Important	215	5
Somewhat Disagree	681	16	Somewhat Important	548	13
Neither Agree or Disagree	220	5	Important	920	21
Somewhat Agree	1341	31	Very Important	1976	46
Strongly Agree	1494	35	Critical	615	14
Non-Response/Unsure	63	1	Non-Response/Unsure	60	1
Total	**4334**	**100**	**Total**	**4334**	**100**

Q30: I am encouraged to share what I have learned with others in my workgroup

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	475	11
Somewhat Disagree	686	16
Neither Agree or Disagree	673	16
Somewhat Agree	1249	29
Strongly Agree	1163	27
Non-Response/Unsure	88	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	126	3
Somewhat Important	715	17
Important	1553	36
Very Important	1593	37
Critical	266	6
Non-Response/Unsure	81	2
Total	**4334**	**100**

Q31: I can apply what I have learned in my training to my job

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	420	10
Somewhat Disagree	490	11
Neither Agree or Disagree	340	8
Somewhat Agree	1207	28
Strongly Agree	1795	41
Non-Response/Unsure	82	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	154	4
Somewhat Important	566	13
Important	1205	28
Very Important	1911	44
Critical	415	10
Non-Response/Unsure	83	2
Total	**4334**	**100**

Q32: I have opportunities for career advancement within the Government of Nova Scotia

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	1013	23
Somewhat Disagree	875	20
Neither Agree or Disagree	589	14
Somewhat Agree	1043	24
Strongly Agree	621	14
Non-Response/Unsure	193	5
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	292	7
Somewhat Important	626	14
Important	1119	26
Very Important	1677	39
Critical	553	13
Non-Response/Unsure	67	2
Total	**4334**	**100**

Q33: I get the training and related support I need to meet the demands of my job

Level of Agreement	Responses	Percent (%)	Level of Importance	Responses	Percent (%)
Strongly Disagree	496	11	Not Important	234	5
Somewhat Disagree	861	20	Somewhat Important	516	12
Neither Agree or Disagree	420	10	Important	954	22
Somewhat Agree	1416	33	Very Important	1858	43
Strongly Agree	1096	25	Critical	706	16
Non-Response/Unsure	45	1	Non-Response/Unsure	66	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Diversity

Q34: The Government of Nova Scotia demonstrates its commitment to diversity in the workplace

Level of Agreement	Responses	Percent (%)	Level of Importance	Responses	Percent (%)
Strongly Disagree	375	9	Not Important	204	5
Somewhat Disagree	643	15	Somewhat Important	673	16
Neither Agree or Disagree	886	20	Important	1485	34
Somewhat Agree	1286	30	Very Important	1469	34
Strongly Agree	880	20	Critical	415	10
Non-Response/Unsure	264	6	Non-Response/Unsure	88	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Q35: Employees in my department are respectful of employee differences

Level of Agreement	Responses	Percent (%)	Level of Importance	Responses	Percent (%)
Strongly Disagree	404	9	Not Important	170	4
Somewhat Disagree	703	16	Somewhat Important	542	13
Neither Agree or Disagree	545	13	Important	1250	29
Somewhat Agree	1253	29	Very Important	1739	40
Strongly Agree	1296	30	Critical	554	13
Non-Response/Unsure	133	3	Non-Response/Unsure	79	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Q36: My department values diversity

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	347	8
Somewhat Disagree	566	13
Neither Agree or Disagree	1074	25
Somewhat Agree	1116	26
Strongly Agree	891	21
Non-Response/Unsure	340	8
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	191	4
Somewhat Important	619	14
Important	1432	33
Very Important	1562	36
Critical	442	10
Non-Response/Unsure	88	2
Total	**4334**	**100**

Safety/Security

Q37: My department creates a safe work environment for its employees

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	451	10
Somewhat Disagree	603	14
Neither Agree or Disagree	231	5
Somewhat Agree	1256	29
Strongly Agree	1749	40
Non-Response/Unsure	44	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	287	7
Somewhat Important	394	9
Important	722	17
Very Important	1780	41
Critical	1073	25
Non-Response/Unsure	78	2
Total	**4334**	**100**

Q38: I feel safe working in my job

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	509	12
Somewhat Disagree	503	12
Neither Agree or Disagree	200	5
Somewhat Agree	1033	24
Strongly Agree	2039	47
Non-Response/Unsure	50	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	279	6
Somewhat Important	398	9
Important	715	17
Very Important	1813	42
Critical	1050	24
Non-Response/Unsure	79	2
Total	**4334**	**100**

Q39: Harassment is not tolerated in my workplace

Level of Agreement	**Responses**	**Percent (%)**	**Level of Importance**	**Responses**	**Percent (%)**
Strongly Disagree	537	12	Not Important	291	7
Somewhat Disagree	474	11	Somewhat Important	409	9
Neither Agree or Disagree	437	10	Important	746	17
Somewhat Agree	838	19	Very Important	1766	41
Strongly Agree	1810	42	Critical	1016	23
Non-Response/Unsure	238	6	Non-Response/Unsure	106	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Q40: I know who the Occupational Health and Safety representatives are for my work area

Level of Agreement	**Responses**	**Percent (%)**	**Level of Importance**	**Responses**	**Percent (%)**
Strongly Disagree	661	15	Not Important	176	4
Somewhat Disagree	315	7	Somewhat Important	546	13
Neither Agree or Disagree	147	3	Important	1226	28
Somewhat Agree	603	14	Very Important	1726	40
Strongly Agree	2412	56	Critical	589	14
Non-Response/Unsure	196	5	Non-Response/Unsure	71	2
Total	**4334**	**100**	**Total**	**4334**	**100**

Retention

Q41: I would recommend the Government of Nova Scotia as one of the best places to work in my community

Level of Agreement	**Responses**	**Percent (%)**	**Level of Importance**	**Responses**	**Percent (%)**
Strongly Disagree	517	12	Not Important	205	5
Somewhat Disagree	870	20	Somewhat Important	704	16
Neither Agree or Disagree	666	15	Important	1428	33
Somewhat Agree	1355	31	Very Important	1527	35
Strongly Agree	838	19	Critical	262	6
Non-Response/Unsure	88	2	Non-Response/Unsure	208	5
Total	**4334**	**100**	**Total**	**4334**	**100**

Q42: I intend to stay with the Government of Nova Scotia for the next five years

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	639	16
Somewhat Disagree	249	6
Neither Agree or Disagree	331	8
Somewhat Agree	482	11
Strongly Agree	1445	33
Non-Response/Unsure	1188	27
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	357	8
Somewhat Important	513	12
Important	885	20
Very Important	1203	28
Critical	439	10
Non-Response/Unsure	937	22
Total	**4334**	**100**

Q42: I intend to stay with the Government of Nova Scotia for the next ten years

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	673	16
Somewhat Disagree	270	6
Neither Agree or Disagree	394	9
Somewhat Agree	458	11
Strongly Agree	1434	33
Non-Response/Unsure	1105	26
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	419	10
Somewhat Important	511	12
Important	890	21
Very Important	1253	29
Critical	532	12
Non-Response/Unsure	729	17
Total	**4334**	**100**

Q43: I see a future for my career, working for the Government of Nova Scotia

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	664	15
Somewhat Disagree	588	14
Neither Agree or Disagree	672	16
Somewhat Agree	939	22
Strongly Agree	1174	27
Non-Response/Unsure	297	7
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	371	9
Somewhat Important	576	13
Important	1012	23
Very Important	1676	39
Critical	516	12
Non-Response/Unsure	183	4
Total	**4334**	**100**

Q46: Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	773	18
Somewhat Disagree	608	14
Neither Agree or Disagree	565	13
Somewhat Agree	726	17
Strongly Agree	1249	29
Non-Response/Unsure	413	10
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	242	6
Somewhat Important	668	15
Important	1265	29
Very Important	1592	37
Critical	395	9
Non-Response/Unsure	172	4
Total	**4334**	**100**

Other

Q44: Hiring in the Government of Nova Scotia is based on merit

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	835	19
Somewhat Disagree	914	21
Neither Agree or Disagree	645	15
Somewhat Agree	1060	25
Strongly Agree	600	14
Non-Response/Unsure	280	7
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	295	7
Somewhat Important	502	12
Important	802	19
Very Important	1767	41
Critical	806	19
Non-Response/Unsure	162	4
Total	**4334**	**100**

Q45: Employees have access to job postings within the Government of Nova Scotia

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	612	14
Somewhat Disagree	367	9
Neither Agree or Disagree	189	4
Somewhat Agree	803	19
Strongly Agree	2274	53
Non-Response/Unsure	89	2
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	178	4
Somewhat Important	503	12
Important	949	22
Very Important	2029	47
Critical	551	13
Non-Response/Unsure	124	3
Total	**4334**	**100**

Q47: I have the required qualifications to meet the needs of my job

Level of Agreement

	Responses	Percent (%)
Strongly Disagree	657	15
Somewhat Disagree	181	4
Neither Agree or Disagree	63	2
Somewhat Agree	398	9
Strongly Agree	2977	69
Non-Response/Unsure	58	1
Total	**4334**	**100**

Level of Importance

	Responses	Percent (%)
Not Important	297	7
Somewhat Important	420	10
Important	544	13
Very Important	2072	48
Critical	878	20
Non-Response/Unsure	123	3
Total	**4334**	**100**

Q48: I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan

Level of Agreement	Responses	Percent (%)
Strongly Disagree	501	12
Somewhat Disagree	649	15
Neither Agree or Disagree	678	16
Somewhat Agree	1088	25
Strongly Agree	928	21
Non-Response/Unsure	490	11
Total	**4334**	**100**

Level of Importance	Responses	Percent (%)
Not Important	193	5
Somewhat Important	573	13
Important	1066	25
Very Important	1827	42
Critical	515	12
Non-Response/Unsure	160	4
Total	**4334**	**100**

Agriculture and Fisheries

Results for the Department of Agriculture and Fisheries are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, knowledge of benefits program, and training.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, compensation and recognition, diversity, retention, merit, opportunities for career advancement, and department leadership.

Further details regarding overall results for the Department of Agriculture and Fisheries are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 67% of employees feel that coworkers make an effort to help each other ☐ 62% of employees feel that they work as part of a team
Employee Involvement	☐ 63% of employees feel that they can provide input on decisions that affect their job ☐ 64% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 60% of employees know how their work contributes to the department's priorities/purpose ☐ 60% of employees participate in an annual performance appraisal/review with their supervisor
Quality of Work Life	☐ 64% of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 66% of employees feel that they can apply what they've learned in training to their jobs ☐ 63% of employees feel that they have access to training opportunities
Leadership	☐ 64% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 68% of employees feel that their department creates a safe work environment ☐ 70% of employees feel safe working in their jobs ☐ 68% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 63% of employees feel that they have a good understanding of their benefits coverage
Others	☐ 62% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 72% of employees feel that they have the required qualifications to meet the needs of their job

Opportunities for Improvement

Ethics	☐ 41% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Personal Growth (Training)	☐ 48% of employees feel that they are encouraged to share what they have learned with others in their workgroup ☐ 30% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia
Leadership	☐ 41% of employees feel that their department leaders set a good example for employees ☐ 44% of employees have confidence in their department leadership ☐ 45% of employees feel that their supervisor manages conflict in their workgroup ☐ 33% of employees feel that senior management will try to resolve issues raised by employees in this survey
Compensation/ Recognition	☐ 49% of employees feel that they are compensated (salary and benefits) fairly for their job
Others	☐ 40% of employees feel that hiring in the government of Nova Scotia is based on merit ☐ 42% of employees feel that they work for an effective organization, one that regularly achieves the goals set out in their business plan
Diversity	☐ 38% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 38% of employees feel that their department values diversity
Retention	☐ 43% of employees would recommend the Government of Nova Scotia as one of the best places to work in the community ☐ On average, 41% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 38% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 40% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community ☐ 44% of employees see a future for their career, working for the Government of Nova Scotia

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	69.6	28.0	62.7	33.3	57.7	32.5
Female	66.9	31.5	62.6	35.0	58.2	31.1

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	71.9	25.6	65.8	29.8	58.0	29.3
Supervisory	58.3	41.7	51.1	46.8	55.3	40.4
Management	67.5	30.0	65.0	35.0	62.5	30.0

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.5	30.8	53.8	30.8	53.8	23.1
30 - 39	43.1	55.4	43.1	55.4	37.5	51.6
40 - 49	83.3	14.4	76.7	17.8	71.1	16.7
50 - 54	71.1	28.9	57.8	42.2	48.8	41.9
55 and over	74.3	22.9	71.4	28.6	70.6	26.5

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	57.9	42.1	63.2	36.8	52.6	36.8
2 - 5 years	50.0	45.8	41.7	50.0	47.8	43.5
6 - 10 years	68.0	28.0	60.0	32.0	54.2	33.3
11 - 20 years	71.4	27.4	64.3	33.3	55.4	31.3
> 20 years	72.7	25.3	67.7	30.3	65.3	27.6

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.5	41.4	50.0	45.5	51.7	40.2
TE - Technical	78.8	19.2	78.8	19.2	68.0	18.0
CR - Clerical	76.6	19.1	70.2	27.7	63.8	23.4
AS - Administrative Support	71.4	28.6	85.7	14.3	57.1	14.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.3	33.3	62.1	37.9	63.3	33.3
Other (see survey for list)	72.0	28.0	56.0	40.0	41.7	50.0

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	64.8	32.0	65.3	29.8	56.3	34.9
Female	61.6	32.8	63.2	32.0	47.6	41.1

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.7	28.4	66.0	29.0	50.3	35.4
Supervisory	44.7	51.1	52.2	41.3	47.9	45.8
Management	70.0	27.5	70.0	27.5	60.0	40.0

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	69.2	15.4	61.5	23.1	53.8	30.8
30 - 39	46.2	52.3	40.0	55.4	40.0	47.7
40 - 49	79.1	16.5	82.2	13.3	61.1	31.1
50 - 54	65.9	34.1	63.6	31.8	55.6	40.0
55 and over	50.0	41.7	66.7	33.3	44.4	38.9

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	63.2	36.8	57.9	36.8	57.9	31.6
2 - 5 years	50.0	41.7	41.7	50.0	50.0	41.7
6 - 10 years	64.0	32.0	60.0	32.0	36.0	36.0
11 - 20 years	65.5	28.6	66.3	31.3	54.1	40.0
> 20 years	65.0	32.0	71.0	24.0	52.5	36.4

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.1	33.3	64.4	32.2	51.1	38.6
TE - Technical	73.1	25.0	75.0	19.2	55.8	30.8
CR - Clerical	56.3	33.3	56.3	35.4	40.4	40.4
AS - Administrative Support	71.4	28.6	71.4	28.6	71.4	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	66.7	33.3	60.0	36.7	56.7	43.3
Other (see survey for list)	56.0	44.0	60.0	36.0	52.0	44.0

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	58.2	33.6	61.8	29.3	57.9	34.1	54.4	31.2	63.2	34.4	49.6	36.6	57.1	30.3
Female	50.9	42.1	60.5	26.6	56.9	35.8	64.0	28.0	58.1	34.7	54.0	36.3	60.2	26.8

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.0	34.9	62.1	24.8	59.4	32.5	61.7	25.9	59.6	33.5	50.9	36.0	59.2	25.5
Supervisory	48.9	48.9	58.7	34.8	47.9	43.8	54.2	33.3	60.4	39.6	50.0	43.5	51.1	37.8
Management	59.0	35.9	61.5	33.3	62.5	32.5	56.4	38.5	62.5	32.5	59.0	28.2	64.1	30.8

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	30.8	53.8	46.2	30.8	61.5	30.8	53.8	30.8	53.8	30.8	53.8	30.8	61.5	15.4
30 - 39	38.1	57.1	43.8	48.4	46.2	44.6	46.2	46.2	42.2	50.0	42.2	45.3	42.9	42.9
40 - 49	72.0	20.7	76.4	14.6	71.1	23.3	74.4	12.2	75.8	20.9	61.5	28.6	69.0	12.6
50 - 54	57.1	33.3	61.4	27.3	46.7	42.2	60.0	31.1	63.6	31.8	43.2	47.7	65.1	32.6
55 and over	51.4	42.9	58.3	25.0	54.3	40.0	47.2	41.7	52.8	44.4	57.1	28.6	52.8	41.7

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	47.4	47.4	57.9	31.6	63.2	36.8	47.4	47.4	44.4	50.0	52.6	36.8	73.7	21.1
2 - 5 years	37.5	50.0	37.5	50.0	41.7	37.5	50.0	37.5	58.3	37.5	45.8	33.3	59.1	31.8
6 - 10 years	56.5	30.4	68.0	28.0	60.0	40.0	56.0	28.0	60.0	32.0	41.7	37.5	54.2	25.0
11 - 20 years	61.5	34.6	68.3	23.2	61.2	32.9	61.2	23.5	60.0	35.3	52.4	39.0	58.8	25.0
> 20 years	54.3	37.2	59.6	25.3	56.1	34.7	63.6	29.3	64.6	30.3	55.0	35.0	56.6	32.3

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	54.2	41.0	55.8	38.4	53.4	38.6	55.7	30.7	62.5	33.0	46.0	42.5	52.3	31.4
TE - Technical	58.8	29.4	76.9	15.4	67.3	26.9	63.5	21.2	69.2	26.9	62.7	31.4	71.4	14.3
CR - Clerical	48.8	39.0	63.8	14.9	57.4	36.2	64.6	25.0	56.3	33.3	52.1	31.3	68.1	25.5
AS - Administrative Support	71.4	28.6	42.9	28.6	66.7	33.3	71.4	28.6	33.3	33.3	57.1	28.6	71.4	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.3	36.7	51.7	34.5	56.7	36.7	55.2	37.9	62.1	37.9	46.4	39.3	58.6	31.0
Other (see survey for list)	43.5	43.5	56.0	36.0	48.0	36.0	52.0	44.0	48.0	52.0	56.0	32.0	33.3	50.0

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	45.1	41.8	44.3	42.6
Female	58.2	32.0	43.8	37.2

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	52.9	32.5	45.2	36.8
Supervisory	50.0	43.5	38.4	45.5
Management	50.0	45.0	47.2	44.4

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	46.2	23.1	66.7	25.0
30 - 39	45.2	41.9	33.3	41.7
40 - 49	50.6	30.3	48.3	34.8
50 - 54	41.9	44.2	47.5	42.5
55 and over	58.3	38.9	40.0	48.6

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	57.9	31.9	62.5	37.5
2 - 5 years	42.9	28.6	43.5	34.8
6 - 10 years	50.0	37.5	37.5	41.7
11 - 20 years	51.2	36.6	36.4	41.6
> 20 years	53.0	39.0	48.0	38.8

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	35.6	44.8	44.0	39.3
TE - Technical	68.0	22.0	46.9	38.8
CR - Clerical	60.9	34.8	46.8	29.8
AS - Administrative Support	71.4	14.3	66.7	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	50.0	50.0	37.0	51.9
Other (see survey for list)	54.2	33.3	30.4	52.2

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.0	32.0	49.2	40.5	61.1	31.7
Female	62.9	27.4	64.0	31.2	66.4	29.6

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.3	21.3	63.0	29.6	69.1	25.9
Supervisory	41.7	47.9	47.9	39.6	60.4	33.3
Management	42.5	40.0	42.5	55.0	45.0	47.5

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	76.9	0.0	61.5	30.8	76.9	15.4
30 - 39	42.2	43.8	47.7	46.2	40.0	52.3
40 - 49	76.7	14.4	67.0	20.9	79.1	15.4
50 - 54	42.2	37.8	44.4	53.3	57.8	37.8
55 and over	50.0	41.7	61.1	33.3	72.2	25.0

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	61.1	22.2	63.2	36.8	57.9	36.8
2 - 5 years	45.8	37.5	50.0	45.8	50.0	37.5
6 - 10 years	60.0	28.0	48.0	40.0	68.0	32.0
11 - 20 years	64.7	23.5	55.3	32.9	68.2	25.9
> 20 years	52.5	34.3	60.0	34.0	63.0	31.0

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	56.3	29.9	52.3	40.9	63.6	28.4
TE - Technical	68.6	23.5	59.6	30.8	69.2	30.8
CR - Clerical	68.8	22.9	77.1	18.8	75.0	22.9
AS - Administrative Support	57.1	28.6	57.1	42.9	71.4	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	33.3	46.7	43.3	53.3	30.0	60.0
Other (see survey for list)	44.0	36.0	48.0	40.0	68.0	20.0

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	43.3	48.0	53.1	37.5	53.2	37.3
Female	56.0	37.6	58.9	31.5	60.5	29.8

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	54.9	36.0	60.7	30.1	59.1	30.5
Supervisory	37.5	54.2	47.9	41.7	48.9	42.6
Management	38.5	59.0	47.5	42.5	57.9	36.8

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	76.9	15.4	61.5	30.8	61.5	15.4
30 - 39	53.8	30.8	49.2	40.0	48.5	42.4
40 - 49	44.0	51.6	63.7	25.3	70.0	21.1
50 - 54	60.0	37.8	53.3	42.2	52.3	38.6
55 and over	29.7	59.5	45.9	43.2	43.2	48.6

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	68.4	26.3	55.6	44.4	50.0	38.9
2 - 5 years	60.0	32.0	48.0	32.0	56.0	36.0
6 - 10 years	54.2	37.5	60.0	28.0	72.0	20.0
11 - 20 years	43.0	45.3	58.1	30.2	54.2	36.1
> 20 years	47.0	47.0	56.0	38.0	57.0	33.0

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	49.4	42.7	52.8	33.7	61.8	32.6
TE - Technical	53.8	40.4	57.7	36.5	56.9	29.4
CR - Clerical	52.1	35.4	58.3	27.1	58.3	27.1
AS - Administrative Support	57.1	42.9	83.3	16.7	71.4	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	48.3	48.3	50.0	43.3	50.0	39.3
Other (see survey for list)	30.8	57.7	57.7	42.3	42.3	50.0

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	64.3	27.8	67.2	26.4	69.0	23.8	53.5	25.2	66.1	15.7	56.5	33.1
Female	56.1	27.4	67.2	23.8	68.0	22.1	50.8	28.7	67.5	16.3	59.7	34.5

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	60.5	29.6	68.8	22.5	70.6	20.0	55.3	26.1	68.9	13.7	58.3	34.0
Supervisory	61.7	23.4	65.2	30.4	63.8	27.7	46.8	34.0	62.5	22.9	58.7	28.3
Management	65.0	25.0	62.5	30.0	65.0	30.0	45.0	22.5	62.5	17.5	55.0	37.5

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	25.0	50.0	25.0	50.0	16.7	41.7	25.0	46.2	23.1	46.2	30.8
30 - 39	43.9	42.4	42.2	53.1	43.8	51.6	27.7	38.5	43.1	33.8	42.9	50.8
40 - 49	68.1	17.6	81.1	6.7	82.2	4.4	61.1	25.6	80.0	6.7	73.3	18.6
50 - 54	65.1	30.2	72.1	23.3	75.0	20.5	56.8	18.2	72.7	4.5	48.8	39.5
55 and over	75.7	21.6	78.4	21.6	78.4	21.6	73.0	18.9	78.4	16.2	62.2	32.4

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	57.9	36.8	57.9	36.8	57.9	31.6	42.1	47.4	47.4	42.1	52.6	31.6
2 - 5 years	39.1	26.1	39.1	39.1	39.1	43.5	21.7	30.4	45.8	29.2	43.5	47.8
6 - 10 years	48.0	40.0	72.0	24.0	76.0	20.0	64.0	12.0	72.0	4.0	60.0	28.0
11 - 20 years	65.9	25.9	71.1	22.9	70.2	20.2	56.3	30.6	69.0	17.9	60.0	31.8
> 20 years	66.0	25.0	70.7	22.2	73.7	20.2	55.6	23.2	72.0	10.0	50.1	33.3

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	60.9	27.6	62.8	30.2	64.4	28.7	43.7	36.8	61.4	21.6	52.4	36.9
TE - Technical	63.5	28.8	70.6	25.5	72.5	21.6	58.8	23.5	68.6	17.6	61.2	28.6
CR - Clerical	58.3	25.0	74.5	14.9	74.5	14.9	64.6	20.8	75.0	12.5	61.7	31.9
AS - Administrative Support	57.1	28.6	57.1	28.6	57.1	28.6	57.1	14.3	57.1	14.3	71.4	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	56.7	30.0	56.7	33.3	60.0	33.3	36.7	20.0	56.7	16.7	50.0	40.0
Other (see survey for list)	68.0	28.0	76.0	16.0	80.0	8.0	60.0	24.0	80.0	0.0	64.0	32.0

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	66.1	30.7	40.0	38.4	41.7	42.5	45.6	35.2	33.9	49.6
Female	63.4	30.1	44.3	36.1	46.3	35.0	45.0	40.0	36.9	43.2

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.9	27.0	43.1	35.0	46.3	35.2	48.4	35.8	35.4	43.5
Supervisory	57.4	40.4	32.6	43.5	34.0	48.9	41.3	43.5	29.5	61.4
Management	64.1	33.3	50.0	37.5	47.5	42.5	38.5	35.9	40.0	40.0

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.5	30.8	53.8	23.1	61.5	23.1	53.8	23.1	53.8	30.8
30 - 39	39.4	51.5	33.8	36.9	35.4	35.4	41.5	36.9	26.7	35.0
40 - 49	85.7	12.1	49.4	36.0	47.8	41.1	48.9	35.6	36.9	48.8
50 - 54	54.4	35.6	40.0	44.4	42.2	46.7	39.5	44.2	36.6	56.1
55 and over	62.9	28.6	35.3	38.2	47.2	36.1	48.5	39.4	36.4	54.5

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	63.2	36.8	57.9	26.3	73.7	26.3	58.8	29.4	58.8	29.4
2 - 5 years	48.0	44.0	33.3	29.2	37.5	29.2	40.0	44.0	41.7	29.2
6 - 10 years	64.0	28.0	33.3	37.5	32.0	44.0	50.0	37.5	21.7	56.5
11 - 20 years	64.3	26.2	42.2	45.8	44.0	42.9	37.3	39.8	22.2	51.4
> 20 years	69.7	29.3	43.4	34.3	43.0	39.0	50.0	34.7	41.8	48.0

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.9	33.7	42.7	32.6	42.7	37.1	41.4	40.2	33.3	46.7
TE - Technical	69.2	23.1	44.9	36.7	49.0	35.3	50.0	38.5	40.8	36.7
CR - Clerical	66.0	25.5	42.2	40.0	41.3	37.0	50.0	31.8	32.5	50.0
AS - Administrative Support	71.4	28.6	85.7	14.3	71.4	14.3	85.7	14.3	50.0	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	60.7	39.3	43.3	40.0	46.7	43.3	37.9	34.5	43.3	46.7
Other (see survey for list)	61.5	34.6	19.2	53.8	34.6	53.8	40.0	44.0	20.0	60.0

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	59.8	35.4	47.2	31.5	67.5	25.4	29.5	50.8	49.2	34.4
Female	67.7	26.6	49.6	26.8	66.7	24.4	33.1	50.4	62.1	32.3

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.7	27.8	49.1	27.3	69.6	19.9	30.1	50.6	58.9	27.6
Supervisory	52.1	39.6	45.8	37.5	60.4	33.3	29.3	52.2	45.8	47.9
Management	62.5	35.0	50.0	25.0	66.7	33.3	37.5	47.5	55.0	40.0

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	76.9	15.4	46.2	7.7	61.5	30.8	63.6	18.2	61.5	15.4
30 - 39	43.1	52.3	36.4	39.4	39.4	50.0	41.5	43.1	41.5	43.1
40 - 49	75.8	17.5	59.6	15.7	84.3	5.6	26.1	58.0	69.2	25.3
50 - 54	64.4	33.3	48.9	42.2	68.2	29.5	25.0	52.3	51.1	37.8
55 and over	58.3	33.3	41.7	36.1	75.0	19.4	22.9	57.1	45.9	40.5

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	33.3	47.4	26.3	57.9	36.8	41.2	35.3	55.6	27.8
2 - 5 years	56.0	36.0	40.0	40.0	40.0	52.0	45.8	37.5	44.0	44.0
6 - 10 years	56.0	32.0	48.0	20.0	68.0	20.0	40.9	45.5	68.0	24.0
11 - 20 years	65.1	29.1	48.2	27.7	75.3	20.0	25.0	58.3	54.7	36.0
> 20 years	65.7	30.3	52.0	30.0	69.1	20.6	29.6	50.0	57.0	31.0

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.8	32.6	48.3	25.8	64.4	29.9	35.6	44.8	53.9	32.6
TE - Technical	63.5	26.9	54.9	27.5	65.4	26.9	37.5	47.9	59.6	30.8
CR - Clerical	72.9	22.9	50.0	23.9	74.5	8.5	19.6	58.7	64.6	25.0
AS - Administrative Support	66.7	33.3	57.1	28.6	71.4	28.6	14.3	42.9	66.7	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.3	33.3	43.3	33.3	63.3	36.7	40.0	43.3	46.7	40.0
Other (see survey for list)	48.0	48.0	34.6	50.0	68.0	20.0	16.7	75.0	46.2	46.2

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	37.4	26.1	55.7	28.7	37.7	25.4
Female	46.1	32.2	59.0	23.8	46.0	26.5

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	44.8	27.6	61.5	23.1	42.4	25.7
Supervisory	33.3	37.8	53.2	29.8	40.5	23.8
Management	41.0	25.6	45.0	35.0	42.5	30.0

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	38.5	30.8	50.0	25.0	53.8	7.7
30 - 39	36.1	44.3	41.9	40.3	24.6	40.4
40 - 49	52.4	13.4	70.0	15.6	53.7	12.2
50 - 54	36.6	34.1	51.2	32.6	34.1	39.0
55 and over	32.3	35.5	60.0	22.9	43.8	28.1

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	38.9	44.4	58.8	41.2	55.6	33.3
2 - 5 years	41.7	33.3	45.8	37.5	36.4	27.3
6 - 10 years	54.5	31.8	47.8	34.8	39.1	26.1
11 - 20 years	44.3	24.1	60.0	20.0	41.0	24.4
> 20 years	38.2	28.1	60.8	23.7	43.2	25.0

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	36.1	30.1	53.5	33.7	31.7	31.7
TE - Technical	41.9	25.6	60.4	14.6	45.5	15.9
CR - Clerical	54.5	27.3	70.8	16.7	58.1	16.3
AS - Administrative Support	42.9	42.9	42.9	28.6	16.7	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	36.7	30.0	40.0	40.0	43.3	30.0
Other (see survey for list)	40.9	31.8	66.7	20.8	42.9	38.1

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	67.2	27.3	70.1	26.8	58.9	25.8	69.1	27.6
Female	68.0	27.2	68.8	25.6	61.7	26.7	73.1	26.1

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	71.3	23.2	73.0	20.9	61.8	25.5	74.4	23.1
Supervisory	54.2	39.6	56.3	41.7	57.4	25.5	58.7	39.1
Management	67.5	30.0	70.0	30.0	59.0	30.8	71.8	28.2

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.5	30.8	61.5	30.8	61.5	15.4	61.5	30.8
30 - 39	39.4	54.5	33.3	57.6	43.8	50.0	40.0	58.5
40 - 49	83.5	8.8	92.3	6.6	79.3	6.9	92.9	5.9
50 - 54	75.6	24.4	75.0	22.7	46.5	37.2	72.1	25.5
55 and over	70.3	27.0	73.0	21.6	58.3	22.2	77.1	20.0

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	68.4	31.6	68.4	26.3	57.9	36.8	57.9	36.8
2 - 5 years	36.0	48.0	36.0	56.0	41.7	41.7	44.0	52.0
6 - 10 years	76.0	24.0	68.0	28.0	76.0	24.0	75.0	25.0
11 - 20 years	73.3	20.9	74.4	19.8	65.8	20.3	79.3	19.5
> 20 years	69.0	27.0	74.7	23.2	57.6	25.3	73.4	24.5

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.9	32.6	61.8	33.7	54.1	28.2	64.6	32.9
TE - Technical	67.3	23.1	71.2	21.2	64.0	24.0	74.5	21.6
CR - Clerical	77.1	20.8	77.1	16.7	71.1	20.0	80.4	17.4
AS - Administrative Support	71.4	28.6	71.4	28.6	57.1	28.6	71.4	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	50.0	36.7	63.3	36.7	50.0	36.7	63.3	36.7
Other (see survey for list)	73.1	19.2	84.0	16.0	65.4	23.1	76.0	24.0

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	38.6	48.0	48.0	35.3	38.0	37.0	43.1	38.2	37.9	46.0
Female	50.0	28.2	60.2	29.5	59.6	24.5	48.7	31.1	49.5	35.1

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.6	32.1	55.9	30.5	49.6	26.8	43.9	32.5	46.7	38.8
Supervisory	22.9	54.2	45.9	35.1	44.8	36.8	48.9	38.3	40.0	37.8
Management	42.5	45.0	52.9	38.2	48.5	36.3	48.6	37.8	32.4	54.1

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	46.2	7.7	80.0	10.0	70.0	10.0	81.8	9.1	41.7	41.7
30 - 39	45.5	36.4	30.8	50.0	37.9	37.9	39.7	44.4	47.5	39.3
40 - 49	46.7	41.1	71.9	15.8	68.6	17.3	54.7	27.9	49.4	41.2
50 - 54	36.4	45.5	57.5	35.0	34.4	46.9	28.9	42.2	27.9	51.2
55 and over	40.5	40.5	45.2	38.7	35.0	45.0	44.4	33.3	41.2	32.4

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	57.9	21.1	66.7	33.3	56.3	31.3	66.7	33.3	52.6	31.6
2 - 5 years	45.8	33.3	40.0	40.0	42.9	28.5	43.5	39.1	39.1	47.8
6 - 10 years	52.0	36.0	68.4	15.8	57.1	9.6	52.2	17.4	50.0	40.9
11 - 20 years	43.0	40.7	48.3	29.3	57.4	22.7	46.3	32.9	47.5	37.5
> 20 years	39.4	41.4	55.0	36.3	35.0	47.6	40.8	38.8	36.6	44.1

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	37.1	39.3	52.8	31.9	48.6	34.7	48.8	34.9	37.6	45.9
TE - Technical	53.8	32.7	51.5	30.3	55.8	23.3	52.1	31.3	36.7	46.9
CR - Clerical	51.1	29.8	60.0	33.3	54.8	22.6	37.0	32.6	65.1	20.9
AS - Administrative Support	71.4	14.3	60.0	40.0	75.0	0.0	57.1	0.0	50.0	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	36.7	46.7	44.4	37.0	38.4	38.4	39.3	39.3	29.6	51.9
Other (see survey for list)	36.0	60.0	59.1	27.3	22.3	44.5	38.5	50.0	48.0	40.0

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	43.4	39.3	59.3	30.9	70.6	24.6	40.3	38.7
Female	39.8	38.1	67.5	29.3	73.6	24.0	51.3	28.7

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	39.9	38.6	63.5	28.3	75.0	20.7	43.0	33.6
Supervisory	37.0	43.5	60.9	32.6	66.0	31.9	52.3	34.1
Management	52.5	35.0	65.0	35.0	67.5	30.0	50.0	32.5

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.5	7.7	58.3	25.0	69.2	23.1	50.0	33.3
30 - 39	38.1	39.7	36.9	58.5	40.9	57.6	38.3	45.0
40 - 49	45.3	34.9	84.9	9.3	92.3	2.2	56.0	25.0
50 - 54	32.6	48.8	66.7	31.1	72.7	22.7	39.5	39.5
55 and over	38.2	47.1	59.5	29.7	77.8	22.2	38.2	29.4

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	55.6	22.2	55.6	38.9	63.2	36.8	61.1	27.8
2 - 5 years	50.0	29.2	37.5	50.0	44.0	48.0	40.0	40.0
6 - 10 years	37.5	45.8	75.0	20.8	80.0	20.0	47.6	33.3
11 - 20 years	37.8	37.8	69.0	23.8	75.6	18.6	43.6	34.6
> 20 years	40.4	43.6	63.3	30.6	76.5	21.4	45.7	31.9

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	40.7	37.2	50.6	40.0	67.4	29.2	44.0	39.3
TE - Technical	50.0	31.3	74.0	22.0	76.5	21.6	50.0	32.6
CR - Clerical	20.9	48.8	77.1	16.7	81.3	14.6	46.5	25.6
AS - Administrative Support	50.0	0.0	71.4	28.6	71.4	28.6	57.1	14.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	53.3	36.7	66.7	33.3	58.6	37.9	50.0	33.3
Other (see survey for list)	46.2	53.8	53.8	34.6	76.9	15.4	30.4	39.1

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	13	12	Not Important	19	7	6
Somewhat Disagree	40	16	13	Somewhat Important	45	18	12
Neither Agree or Disagree	5	2	2	Important	32	13	14
Somewhat Agree	60	23	25	Very Important	113	44	45
Strongly Agree	113	44	47	Critical	39	15	21
Non-Response/Unsure	4	2	1	Non-Response/Unsure	8	3	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	24	9	11	Not Important	23	9	7
Somewhat Disagree	61	24	16	Somewhat Important	36	14	12
Neither Agree or Disagree	8	3	4	Important	46	18	15
Somewhat Agree	77	30	30	Very Important	98	38	41
Strongly Agree	82	32	37	Critical	44	17	22
Non-Response/Unsure	4	2	2	Non-Response/Unsure	9	4	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	13	12	Not Important	20	8	5
Somewhat Disagree	46	18	17	Somewhat Important	50	20	17
Neither Agree or Disagree	26	10	13	Important	63	25	27
Somewhat Agree	86	34	32	Very Important	85	33	34
Strongly Agree	58	23	23	Critical	27	11	12
Non-Response/Unsure	8	3	5	Non-Response/Unsure	11	4	5
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	13	14	Not Important	18	7	5
Somewhat Disagree	48	19	17	Somewhat Important	40	16	13
Neither Agree or Disagree	11	4	6	Important	48	19	21
Somewhat Agree	85	33	34	Very Important	112	44	44
Strongly Agree	76	30	28	Critical	29	11	14
Non-Response/Unsure	3	1	1	Non-Response/Unsure	9	4	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	14	14	Not Important	14	6	4
Somewhat Disagree	41	16	13	Somewhat Important	44	17	14
Neither Agree or Disagree	12	5	6	Important	61	24	23
Somewhat Agree	62	24	29	Very Important	108	42	45
Strongly Agree	101	40	36	Critical	21	8	11
Non-Response/Unsure	4	2	2	Non-Response/Unsure	8	3	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	15	17	Not Important	9	4	4
Somewhat Disagree	57	22	19	Somewhat Important	63	25	17
Neither Agree or Disagree	27	11	11	Important	76	30	32
Somewhat Agree	73	29	30	Very Important	77	30	35
Strongly Agree	58	23	21	Critical	19	7	9
Non-Response/Unsure	3	1	2	Non-Response/Unsure	12	5	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	54	21	22	Not Important	21	8	6
Somewhat Disagree	36	14	13	Somewhat Important	70	27	22
Neither Agree or Disagree	18	7	10	Important	84	33	36
Somewhat Agree	41	16	21	Very Important	59	23	27
Strongly Agree	90	35	28	Critical	17	7	7
Non-Response/Unsure	17	7	7	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	13	12	Not Important	17	7	5
Somewhat Disagree	37	15	13	Somewhat Important	52	20	16
Neither Agree or Disagree	28	11	8	Important	70	27	32
Somewhat Agree	62	24	27	Very Important	87	34	36
Strongly Agree	91	36	38	Critical	24	9	10
Non-Response/Unsure	6	2	3	Non-Response/Unsure	6	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	12	10	Not Important	19	7	7
Somewhat Disagree	58	23	21	Somewhat Important	47	18	11
Neither Agree or Disagree	19	7	8	Important	51	20	21
Somewhat Agree	85	33	36	Very Important	88	34	39
Strongly Agree	60	23	24	Critical	43	17	19
Non-Response/Unsure	4	2	2	Non-Response/Unsure	8	3	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	13	15	Not Important	23	9	6
Somewhat Disagree	40	16	17	Somewhat Important	41	16	13
Neither Agree or Disagree	28	11	8	Important	58	23	22
Somewhat Agree	71	28	27	Very Important	94	37	41
Strongly Agree	80	31	32	Critical	33	13	15
Non-Response/Unsure	3	1	2	Non-Response/Unsure	7	3	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	24	25	Not Important	25	10	8
Somewhat Disagree	25	10	11	Somewhat Important	55	22	16
Neither Agree or Disagree	13	5	8	Important	55	22	23
Somewhat Agree	44	17	15	Very Important	81	32	36
Strongly Agree	109	43	38	Critical	33	13	14
Non-Response/Unsure	4	2	4	Non-Response/Unsure	7	3	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	12	12	Not Important	16	6	5
Somewhat Disagree	61	24	20	Somewhat Important	43	17	13
Neither Agree or Disagree	29	11	9	Important	69	27	26
Somewhat Agree	82	32	33	Very Important	87	34	40
Strongly Agree	48	19	24	Critical	33	13	14
Non-Response/Unsure	6	2	3	Non-Response/Unsure	8	3	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	9	Not Important	14	6	5
Somewhat Disagree	46	18	16	Somewhat Important	59	23	14
Neither Agree or Disagree	32	13	9	Important	80	31	28
Somewhat Agree	82	32	33	Very Important	71	28	38
Strongly Agree	62	24	30	Critical	25	10	13
Non-Response/Unsure	11	4	3	Non-Response/Unsure	7	3	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	11	12	Not Important	11	4	5
Somewhat Disagree	63	25	17	Somewhat Important	43	17	13
Neither Agree or Disagree	29	11	9	Important	90	35	28
Somewhat Agree	75	29	29	Very Important	74	29	38
Strongly Agree	53	21	30	Critical	30	12	14
Non-Response/Unsure	9	4	3	Non-Response/Unsure	8	3	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	15	18	Not Important	19	7	6
Somewhat Disagree	56	22	17	Somewhat Important	37	15	12
Neither Agree or Disagree	40	16	13	Important	71	28	22
Somewhat Agree	46	18	21	Very Important	75	29	38
Strongly Agree	59	23	25	Critical	46	18	20
Non-Response/Unsure	17	7	6	Non-Response/Unsure	8	3	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	31	12	15	Not Important	19	7	7
Somewhat Disagree	43	17	16	Somewhat Important	40	16	12
Neither Agree or Disagree	33	13	14	Important	51	20	18
Somewhat Agree	67	26	25	Very Important	102	40	41
Strongly Agree	78	31	28	Critical	39	15	20
Non-Response/Unsure	4	2	2	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	11	11	Not Important	19	7	8
Somewhat Disagree	63	25	20	Somewhat Important	36	14	10
Neither Agree or Disagree	20	8	6	Important	41	16	14
Somewhat Agree	70	27	33	Very Important	113	44	44
Strongly Agree	74	29	30	Critical	42	16	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	24	9	11	Not Important	20	8	8
Somewhat Disagree	53	21	14	Somewhat Important	37	15	10
Neither Agree or Disagree	15	6	6	Important	45	18	14
Somewhat Agree	63	25	27	Very Important	99	39	43
Strongly Agree	99	39	41	Critical	50	20	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	16	21	Not Important	13	5	6
Somewhat Disagree	67	26	25	Somewhat Important	42	16	11
Neither Agree or Disagree	21	8	5	Important	32	13	14
Somewhat Agree	76	30	31	Very Important	131	51	47
Strongly Agree	49	19	17	Critical	36	14	21
Non-Response/Unsure	1	0	1	Non-Response/Unsure	2	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	11	15	Not Important	15	6	6
Somewhat Disagree	59	23	21	Somewhat Important	44	17	12
Neither Agree or Disagree	24	9	9	Important	43	17	18
Somewhat Agree	92	36	31	Very Important	126	49	47
Strongly Agree	51	20	22	Critical	24	9	16
Non-Response/Unsure	1	0	2	Non-Response/Unsure	4	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	13	15	Not Important	11	4	4
Somewhat Disagree	51	20	16	Somewhat Important	55	22	13
Neither Agree or Disagree	24	9	10	Important	57	22	22
Somewhat Agree	67	26	28	Very Important	105	41	44
Strongly Agree	77	30	29	Critical	24	9	13
Non-Response/Unsure	4	2	2	Non-Response/Unsure	4	2	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	24	9	9	Not Important	22	9	8
Somewhat Disagree	46	18	16	Somewhat important	44	17	13
Neither Agree or Disagree	28	11	9	Important	76	30	29
Somewhat Agree	68	27	32	Very Important	94	37	39
Strongly Agree	87	34	30	Critical	15	6	8
Non-Response/Unsure	3	1	4	Non-Response/Unsure	5	2	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	10	Not Important	15	6	5
Somewhat Disagree	40	16	13	Somewhat Important	36	14	11
Neither Agree or Disagree	19	7	7	Important	79	31	30
Somewhat Agree	56	22	29	Very Important	98	38	41
Strongly Agree	112	44	38	Critical	21	8	9
Non-Response/Unsure	6	2	4	Non-Response/Unsure	7	3	4
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	9	8	Not Important	6	2	3
Somewhat Disagree	36	14	12	Somewhat Important	32	13	12
Neither Agree or Disagree	21	8	7	Important	99	39	34
Somewhat Agree	54	21	27	Very Important	96	38	40
Strongly Agree	118	46	42	Critical	18	7	9
Non-Response/Unsure	5	2	4	Non-Response/Unsure	5	2	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	5	6	Not Important	7	3	4
Somewhat Disagree	56	22	18	Somewhat Important	39	15	14
Neither Agree or Disagree	52	20	15	Important	101	40	34
Somewhat Agree	55	22	29	Very Important	90	35	37
Strongly Agree	77	30	27	Critical	15	6	8
Non-Response/Unsure	4	2	4	Non-Response/Unsure	4	2	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	2	4	Not Important	8	3	4
Somewhat Disagree	37	15	12	Somewhat Important	34	13	12
Neither Agree or Disagree	43	17	13	Important	93	36	32
Somewhat Agree	55	22	29	Very Important	95	37	38
Strongly Agree	114	45	38	Critical	16	6	8
Non-Response/Unsure	3	1	4	Non-Response/Unsure	10	4	5
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	14	12	Not Important	8	3	3
Somewhat Disagree	47	18	15	Somewhat Important	39	15	12
Neither Agree or Disagree	22	9	6	Important	99	39	32
Somewhat Agree	58	23	23	Very Important	88	34	40
Strongly Agree	84	33	39	Critical	18	7	9
Non-Response/Unsure	10	4	6	Non-Response/Unsure	4	2	4
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	16	15	Not Important	19	7	6
Somewhat Disagree	36	14	12	Somewhat Important	38	15	11
Neither Agree or Disagree	13	5	4	Important	41	16	13
Somewhat Agree	58	23	23	Very Important	119	47	48
Strongly Agree	106	41	46	Critical	34	13	19
Non-Response/Unsure	3	1	1	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	17	17	Not Important	14	6	6
Somewhat Disagree	49	19	18	Somewhat Important	39	15	11
Neither Agree or Disagree	51	20	15	Important	54	21	20
Somewhat Agree	57	22	24	Very Important	109	43	42
Strongly Agree	49	19	22	Critical	35	14	19
Non-Response/Unsure	6	2	3	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	18	18	Not Important	14	6	6
Somewhat Disagree	53	21	20	Somewhat Important	37	15	11
Neither Agree or Disagree	43	17	13	Important	49	19	17
Somewhat Agree	63	25	26	Very Important	106	41	42
Strongly Agree	49	19	22	Critical	45	18	22
Non-Response/Unsure	3	1	2	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	16	17	Not Important	16	6	5
Somewhat Disagree	52	20	17	Somewhat Important	41	16	12
Neither Agree or Disagree	43	17	15	Important	53	21	21
Somewhat Agree	58	23	25	Very Important	97	38	43
Strongly Agree	55	22	22	Critical	41	16	17
Non-Response/Unsure	8	3	4	Non-Response/Unsure	8	3	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	52	20	20	Not Important	9	4	6
Somewhat Disagree	57	22	19	Somewhat Important	54	21	11
Neither Agree or Disagree	43	17	17	Important	51	20	20
Somewhat Agree	51	20	21	Very Important	92	36	39
Strongly Agree	32	13	15	Critical	46	18	21
Non-Response/Unsure	21	8	8	Non-Response/Unsure	4	2	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	13	12	Not Important	17	7	5
Somewhat Disagree	47	18	16	Somewhat Important	39	15	13
Neither Agree or Disagree	14	6	5	Important	63	25	21
Somewhat Agree	78	31	31	Very Important	109	43	46
Strongly Agree	83	32	35	Critical	26	10	14
Non-Response/Unsure	2	1	1	Non-Response/Unsure	2	1	1
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	11	11	Not Important	10	4	3
Somewhat Disagree	45	18	16	Somewhat Important	57	22	17
Neither Agree or Disagree	56	22	15	Important	98	38	36
Somewhat Agree	77	30	29	Very Important	77	30	37
Strongly Agree	47	18	27	Critical	10	4	6
Non-Response/Unsure	3	1	2	Non-Response/Unsure	4	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	11	10	Not Important	7	3	4
Somewhat Disagree	35	14	11	Somewhat Important	44	17	13
Neither Agree or Disagree	20	8	8	Important	82	32	28
Somewhat Agree	70	27	28	Very Important	98	38	44
Strongly Agree	100	39	41	Critical	20	8	10
Non-Response/Unsure	4	2	2	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	72	28	23	Not Important	25	10	7
Somewhat Disagree	52	20	20	Somewhat Important	52	20	14
Neither Agree or Disagree	45	18	14	Important	74	29	26
Somewhat Agree	49	19	24	Very Important	76	30	39
Strongly Agree	28	11	14	Critical	27	11	13
Non-Response/Unsure	10	4	5	Non-Response/Unsure	2	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	11	11	Not Important	12	5	5
Somewhat Disagree	57	22	20	Somewhat Important	44	17	12
Neither Agree or Disagree	28	11	10	Important	70	27	22
Somewhat Agree	89	35	33	Very Important	91	36	43
Strongly Agree	53	21	25	Critical	37	15	16
Non-Response/Unsure	1	0	1	Non-Response/Unsure	2	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	6	9	Not Important	14	6	5
Somewhat Disagree	53	21	15	Somewhat Important	63	25	16
Neither Agree or Disagree	67	26	20	Important	96	38	34
Somewhat Agree	70	27	30	Very Important	68	27	34
Strongly Agree	28	11	20	Critical	13	5	10
Non-Response/Unsure	24	9	6	Non-Response/Unsure	2	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	8	9	Not Important	11	4	4
Somewhat Disagree	44	17	16	Somewhat Important	49	19	13
Neither Agree or Disagree	40	16	13	Important	81	32	29
Somewhat Agree	76	30	29	Very Important	89	35	40
Strongly Agree	66	26	30	Critical	24	9	13
Non-Response/Unsure	10	4	3	Non-Response/Unsure	2	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	5	8	Not Important	16	6	4
Somewhat Disagree	46	18	13	Somewhat Important	53	21	14
Neither Agree or Disagree	73	29	25	Important	92	36	33
Somewhat Agree	65	25	28	Very Important	76	30	36
Strongly Agree	32	13	21	Critical	17	7	10
Non-Response/Unsure	27	11	5	Non-Response/Unsure	2	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	13	10	Not Important	14	6	7
Somewhat Disagree	37	15	14	Somewhat Important	42	16	9
Neither Agree or Disagree	13	5	5	Important	55	22	17
Somewhat Agree	66	26	29	Very Important	91	36	41
Strongly Agree	108	42	40	Critical	50	20	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	4	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	14	12	Not Important	18	7	6
Somewhat Disagree	30	12	12	Somewhat Important	36	14	9
Neither Agree or Disagree	11	4	5	Important	55	22	17
Somewhat Agree	43	17	24	Very Important	91	36	42
Strongly Agree	135	53	47	Critical	51	20	24
Non-Response/Unsure	1	0	1	Non-Response/Unsure	5	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

	Level of Agreement				Level of Importance		
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	36	14	12	Not Important	14	6	7
Somewhat Disagree	28	11	11	Somewhat Important	36	14	9
Neither Agree or Disagree	33	13	10	Important	62	24	17
Somewhat Agree	39	15	19	Very Important	86	34	41
Strongly Agree	111	43	42	Critical	54	21	23
Non-Response/Unsure	9	4	6	Non-Response/Unsure	4	2	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	18	15	Not Important	13	5	4
Somewhat Disagree	20	8	7	Somewhat Important	48	19	13
Neither Agree or Disagree	5	2	3	Important	72	28	28
Somewhat Agree	19	7	14	Very Important	92	36	40
Strongly Agree	156	61	56	Critical	28	11	14
Non-Response/Unsure	11	4	5	Non-Response/Unsure	3	1	2
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	12	Not Important	15	6	5
Somewhat Disagree	74	29	20	Somewhat Important	41	16	16
Neither Agree or Disagree	46	18	15	Important	94	37	33
Somewhat Agree	72	28	31	Very Important	81	32	35
Strongly Agree	39	15	19	Critical	14	6	6
Non-Response/Unsure	2	1	2	Non-Response/Unsure	11	4	5
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	15	15	Not Important	24	9	8
Somewhat Disagree	25	10	6	Somewhat Important	34	13	12
Neither Agree or Disagree	27	11	8	Important	58	23	20
Somewhat Agree	31	12	11	Very Important	67	26	28
Strongly Agree	73	29	33	Critical	23	9	10
Non-Response/Unsure	63	25	27	Non-Response/Unsure	50	20	22
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	16	16	Not Important	23	9	10
Somewhat Disagree	18	7	6	Somewhat Important	40	16	12
Neither Agree or Disagree	41	16	9	Important	68	27	21
Somewhat Agree	28	11	11	Very Important	66	26	29
Strongly Agree	68	27	33	Critical	21	8	12
Non-Response/Unsure	59	23	26	Non-Response/Unsure	38	15	17
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	16	15	Not Important	26	10	9
Somewhat Disagree	43	17	14	Somewhat Important	34	13	13
Neither Agree or Disagree	48	19	16	Important	77	30	23
Somewhat Agree	62	24	22	Very Important	89	35	39
Strongly Agree	51	20	27	Critical	22	9	12
Non-Response/Unsure	11	4	7	Non-Response/Unsure	8	3	4
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	19	18	Not Important	10	4	6
Somewhat Disagree	48	19	14	Somewhat Important	41	16	15
Neither Agree or Disagree	39	15	13	Important	92	36	29
Somewhat Agree	49	19	17	Very Important	87	34	37
Strongly Agree	53	21	29	Critical	16	6	9
Non-Response/Unsure	18	7	10	Non-Response/Unsure	10	4	4
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	16	19	Not Important	19	7	7
Somewhat Disagree	54	21	21	Somewhat Important	37	15	12
Neither Agree or Disagree	49	19	15	Important	54	21	19
Somewhat Agree	73	29	25	Very Important	97	38	41
Strongly Agree	27	11	14	Critical	40	16	19
Non-Response/Unsure	13	5	7	Non-Response/Unsure	9	4	4
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	13	14	Not Important	14	6	4
Somewhat Disagree	41	16	9	Somewhat Important	36	14	12
Neither Agree or Disagree	17	7	4	Important	72	28	22
Somewhat Agree	43	17	19	Very Important	101	40	47
Strongly Agree	115	45	53	Critical	25	10	13
Non-Response/Unsure	7	3	2	Non-Response/Unsure	8	3	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	18	15	Not Important	15	6	7
Somewhat Disagree	15	6	4	Somewhat Important	36	14	10
Neither Agree or Disagree	9	4	2	Important	39	15	13
Somewhat Agree	29	11	9	Very Important	116	45	48
Strongly Agree	155	61	69	Critical	43	17	20
Non-Response/Unsure	2	1	1	Non-Response/Unsure	7	3	3
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	14	12	Not Important	14	6	5
Somewhat Disagree	44	17	15	Somewhat Important	43	17	13
Neither Agree or Disagree	50	20	16	Important	68	27	25
Somewhat Agree	60	23	25	Very Important	96	38	42
Strongly Agree	48	19	21	Critical	24	9	12
Non-Response/Unsure	19	7	11	Non-Response/Unsure	11	4	4
TOTAL	**256**	**100**	**100**	**TOTAL**	**256**	**100**	**100**

Communications Nova Scotia

Results for Communications Nova Scotia were slightly higher and more favourable than overall employee survey results obtained for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and training.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, merit, retention, opportunities for career advancement, and department leadership.

Further details regarding overall results for Communications Nova Scotia are available, outlining a summary of strengths and improvement areas for the department and the frequency of responses received for each question in the survey. Due to the size of the respondent group in Communications Nova Scotia, 47, and to protect the anonymity of responses, we are unable to provide a further breakdown of responses by demographic areas.

Strengths to Build Upon

Teamwork	☐ 79% of employees feel that coworkers make an effort to help each other ☐ 78% of employees feel that they work as part of a team ☐ 63% of employees feel that shared goals are developed for their workgroup
Ethics	☐ 68% of employees feel that they know where to go for help to resolve workplace ethical dilemmas or conflicts
Employee Involvement	☐ 70% of employees feel that they can provide input on decisions that affect their job ☐ 74% of employees feel that their supervisor considers their work-related ideas ☐ 60% of employees feel that they can provide input into decisions that are made in their department
Communications	☐ 73% of employees know how their work contributes to the department's priorities/purpose ☐ 73% of employees receive the communications they need to do their job well ☐ 66% of employees feel that their supervisor gives them feedback about work performance ☐ 62% of employees feel work-related information is shared within their department ☐ 66% of employees feel that they know where to get information within the Government of Nova Scotia in order to do their job well.
Quality of Work Life	☐ 68% of employees feel that they are provided with support to balance work and family life ☐ 68% of employees feel that they have the resources they need to do their job well ☐ 79% of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 76% of employees feel that they have access to training opportunities ☐ 79% of employees feel that they can apply what they've learned in training to their jobs ☐ 64% of employees feel that they get the training and related support they need to meet the demands of their job
Leadership	☐ 79% of employees feel that they can talk openly with their supervisor about their work ☐ 60% of employees feel that their department leaders set a good example for employees
Safety and Security	☐ 74% of employees feel that their department creates a safe work environment ☐ 72% of employees feel safe working in their jobs ☐ 75% of employees feel that harassment is not tolerated in their workplace ☐ 60% of employees know who the Occupational Health and Safety representative is for their work area
Others	☐ 76% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 79% of employees feel that they have the required qualifications to meet the needs of their job ☐ 68% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
Compensation/ Recognition	☐ 70% of employees feel valued for their contributions at work ☐ 66% of employees receive recognition form their supervisor for a job well done
Diversity	☐ 66% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 76% of employees feel that employees in their department are respectful of employee differences ☐ 64% of employees feel that their department values diversity
Retention	☐ 64% of employees see a future for their career, working for the Government of Nova Scotia

Opportunities for Improvement

Personal Growth	☐ 49% of employees feel that they have opportunities for career advancement within the government of Nova Scotia
Leadership	☐ 45% of employees feel that senior management will try to resolve issues raised by employees in this survey
Other	☐ 30% of employees feel that hiring in the Government of Nova Scotia is based on merit
Retention	☐ 43% of employees intend to stay with the Government of Nova Scotia for the next 10 years

Strengths to Build Upon

Teamwork	☐ 79% of employees feel that coworkers make an effort to help each other ☐ 78% of employees feel that they work as part of a team ☐ 63% of employees feel that shared goals are developed for their workgroup
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Others	☐ 76% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 79% of employees feel that they have the required qualifications to meet the needs of their job ☐ 68% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
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Personal Growth	☐ 49% of employees feel that they have opportunities for career advancement within the government of Nova Scotia
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Other	☐ 30% of employees feel that hiring in the Government of Nova Scotia is based on merit
Retention	☐ 43% of employees intend to stay with the Government of Nova Scotia for the next 10 years

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	17	12	Not Important	3	6	6
Somewhat Disagree	2	4	13	Somewhat Important	5	11	12
Neither Agree or Disagree	0	0	2	Important	7	15	14
Somewhat Agree	6	13	25	Very Important	17	36	45
Strongly Agree	31	66	47	Critical	15	32	21
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	15	11	Not Important	4	9	7
Somewhat Disagree	2	4	16	Somewhat Important	4	9	12
Neither Agree or Disagree	1	2	4	Important	6	13	15
Somewhat Agree	10	21	30	Very Important	18	38	41
Strongly Agree	27	57	37	Critical	15	32	22
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	12	Not Important	1	2	5
Somewhat Disagree	3	6	17	Somewhat Important	6	13	17
Neither Agree or Disagree	8	17	13	Important	18	38	27
Somewhat Agree	19	40	32	Very Important	14	30	34
Strongly Agree	11	23	23	Critical	8	17	12
Non-Response/Unsure	1	2	5	Non-Response/Unsure	0	0	5
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	14	Not Important	2	4	5
Somewhat Disagree	5	11	17	Somewhat Important	5	11	13
Neither Agree or Disagree	3	6	6	Important	11	23	21
Somewhat Agree	19	40	34	Very Important	20	43	44
Strongly Agree	14	30	28	Critical	7	15	14
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	4	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	14	Not Important	9	19	4
Somewhat Disagree	4	9	13	Somewhat Important	9	19	14
Neither Agree or Disagree	1	2	6	Important	18	38	23
Somewhat Agree	10	21	29	Very Important	9	19	45
Strongly Agree	25	53	36	Critical	2	4	11
Non-Response/Unsure	1	2	2	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	17	Not Important	1	2	4
Somewhat Disagree	6	13	19	Somewhat Important	9	19	17
Neither Agree or Disagree	7	15	11	Important	16	34	32
Somewhat Agree	15	32	30	Very Important	14	30	35
Strongly Agree	13	28	21	Critical	5	11	9
Non-Response/Unsure	0	0	2	Non-Response/Unsure	2	4	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	23	22	Not Important	0	0	6
Somewhat Disagree	3	6	13	Somewhat Important	11	23	22
Neither Agree or Disagree	7	15	10	Important	21	45	36
Somewhat Agree	10	21	21	Very Important	10	21	27
Strongly Agree	16	34	28	Critical	5	11	7
Non-Response/Unsure	0	0	7	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	19	12	Not Important	3	6	5
Somewhat Disagree	1	2	13	Somewhat Important	5	11	16
Neither Agree or Disagree	3	6	8	Important	16	34	32
Somewhat Agree	12	26	27	Very Important	14	30	36
Strongly Agree	22	47	38	Critical	9	19	10
Non-Response/Unsure	0	0	3	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	10	Not Important	4	9	7
Somewhat Disagree	4	9	21	Somewhat Important	4	9	11
Neither Agree or Disagree	3	6	8	Important	10	21	21
Somewhat Agree	20	43	36	Very Important	15	32	39
Strongly Agree	14	30	24	Critical	14	30	19
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	15	15	Not Important	4	9	6
Somewhat Disagree	4	9	17	Somewhat Important	4	9	13
Neither Agree or Disagree	2	4	8	Important	8	17	22
Somewhat Agree	17	36	27	Very Important	19	40	41
Strongly Agree	14	30	32	Critical	10	21	15
Non-Response/Unsure	3	6	2	Non-Response/Unsure	2	4	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	21	25	Not Important	3	6	8
Somewhat Disagree	5	11	11	Somewhat Important	5	11	16
Neither Agree or Disagree	3	6	8	Important	6	13	23
Somewhat Agree	4	9	15	Very Important	23	49	36
Strongly Agree	23	49	38	Critical	10	21	14
Non-Response/Unsure	2	4	4	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	17	12	Not Important	2	4	5
Somewhat Disagree	4	9	20	Somewhat Important	7	15	13
Neither Agree or Disagree	4	9	9	Important	13	28	26
Somewhat Agree	16	34	33	Very Important	16	34	40
Strongly Agree	13	28	24	Critical	8	17	14
Non-Response/Unsure	2	4	3	Non-Response/Unsure	1	2	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	9	Not Important	1	2	5
Somewhat Disagree	4	9	16	Somewhat Important	8	17	14
Neither Agree or Disagree	6	13	9	Important	10	21	28
Somewhat Agree	18	38	33	Very Important	18	38	38
Strongly Agree	13	28	30	Critical	10	21	13
Non-Response/Unsure	1	2	3	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	12	Not Important	0	0	5
Somewhat Disagree	6	13	17	Somewhat Important	3	6	13
Neither Agree or Disagree	5	11	9	Important	19	40	28
Somewhat Agree	21	45	29	Very Important	18	38	38
Strongly Agree	11	23	30	Critical	7	15	14
Non-Response/Unsure	1	2	3	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	18	Not Important	0	0	6
Somewhat Disagree	7	15	17	Somewhat Important	3	6	12
Neither Agree or Disagree	10	21	13	Important	12	26	22
Somewhat Agree	14	30	21	Very Important	24	51	38
Strongly Agree	10	21	25	Critical	8	17	20
Non-Response/Unsure	2	4	6	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	15	Not Important	4	9	7
Somewhat Disagree	6	13	16	Somewhat Important	3	6	12
Neither Agree or Disagree	4	9	14	Important	11	23	18
Somewhat Agree	11	23	25	Very Important	15	32	41
Strongly Agree	21	45	28	Critical	14	30	20
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	11	Not Important	4	9	8
Somewhat Disagree	4	9	20	Somewhat Important	5	11	10
Neither Agree or Disagree	5	11	6	Important	6	13	14
Somewhat Agree	14	30	33	Very Important	16	34	44
Strongly Agree	18	38	30	Critical	16	34	24
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q18: CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	11	Not Important	3	6	8
Somewhat Disagree	6	13	14	Somewhat Important	3	6	10
Neither Agree or Disagree	0	0	6	Important	9	19	14
Somewhat Agree	22	47	27	Very Important	18	38	43
Strongly Agree	15	32	41	Critical	14	30	24
Non-Response/Unsure	1	2	1	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	21	Not Important	4	9	6
Somewhat Disagree	14	30	25	Somewhat Important	3	6	11
Neither Agree or Disagree	3	6	5	Important	7	15	14
Somewhat Agree	16	34	31	Very Important	21	45	47
Strongly Agree	8	17	17	Critical	12	26	21
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	15	Not Important	1	2	6
Somewhat Disagree	7	15	21	Somewhat Important	6	13	12
Neither Agree or Disagree	1	2	9	Important	9	19	18
Somewhat Agree	17	36	31	Very Important	18	38	47
Strongly Agree	16	34	22	Critical	13	28	16
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	15	Not Important	3	6	4
Somewhat Disagree	4	9	16	Somewhat Important	3	6	13
Neither Agree or Disagree	5	11	10	Important	9	19	22
Somewhat Agree	10	21	28	Very Important	22	47	44
Strongly Agree	21	45	29	Critical	9	19	13
Non-Response/Unsure	2	4	2	Non-Response/Unsure	1	2	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	9	Not Important	3	6	8
Somewhat Disagree	9	19	16	Somewhat Important	8	17	13
Neither Agree or Disagree	4	9	9	Important	10	21	29
Somewhat Agree	18	38	32	Very Important	20	43	39
Strongly Agree	11	23	30	Critical	4	9	8
Non-Response/Unsure	2	4	4	Non-Response/Unsure	2	4	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	10	Not Important	1	2	5
Somewhat Disagree	9	19	13	Somewhat Important	7	15	11
Neither Agree or Disagree	5	11	7	Important	11	23	30
Somewhat Agree	10	21	29	Very Important	22	47	41
Strongly Agree	16	34	38	Critical	2	4	9
Non-Response/Unsure	4	9	4	Non-Response/Unsure	4	9	4
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	1	2	8	Not Important	0	0	3
Somewhat Disagree	9	19	12	Somewhat Important	8	17	12
Neither Agree or Disagree	4	9	7	Important	14	30	34
Somewhat Agree	12	26	27	Very Important	20	43	40
Strongly Agree	18	38	42	Critical	2	4	9
Non-Response/Unsure	3	6	4	Non-Response/Unsure	3	6	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	4	6	Not Important	0	0	4
Somewhat Disagree	11	23	18	Somewhat Important	8	17	14
Neither Agree or Disagree	8	17	15	Important	15	32	34
Somewhat Agree	10	21	29	Very Important	18	38	37
Strongly Agree	12	26	27	Critical	3	6	8
Non-Response/Unsure	4	9	4	Non-Response/Unsure	3	6	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

DENTAL CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	0	0	4	Not Important	0	0	4
Somewhat Disagree	6	13	12	Somewhat Important	8	17	12
Neither Agree or Disagree	9	19	13	Important	15	32	32
Somewhat Agree	12	26	29	Very Important	18	38	38
Strongly Agree	14	30	38	Critical	2	4	8
Non-Response/Unsure	6	13	4	Non-Response/Unsure	4	9	5
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	12	Not Important	1	2	3
Somewhat Disagree	9	19	15	Somewhat Important	5	11	12
Neither Agree or Disagree	3	6	6	Important	15	32	32
Somewhat Agree	11	23	23	Very Important	19	40	40
Strongly Agree	16	34	39	Critical	6	13	9
Non-Response/Unsure	2	4	6	Non-Response/Unsure	1	2	4
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	15	Not Important	3	6	6
Somewhat Disagree	3	6	12	Somewhat Important	3	6	11
Neither Agree or Disagree	1	2	4	Important	7	15	13
Somewhat Agree	9	19	23	Very Important	21	45	48
Strongly Agree	28	60	46	Critical	13	28	19
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	17	Not Important	2	4	6
Somewhat Disagree	5	11	18	Somewhat Important	5	11	11
Neither Agree or Disagree	9	19	15	Important	8	17	20
Somewhat Agree	16	34	24	Very Important	18	38	42
Strongly Agree	12	26	22	Critical	14	30	19
Non-Response/Unsure	0	0	3	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	18	Not Important	3	6	6
Somewhat Disagree	6	13	20	Somewhat Important	5	11	11
Neither Agree or Disagree	8	17	13	Important	4	9	17
Somewhat Agree	11	23	26	Very Important	19	40	42
Strongly Agree	17	36	22	Critical	16	34	22
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	4	17	Not Important	2	4	5
Somewhat Disagree	8	17	17	Somewhat Important	4	9	12
Neither Agree or Disagree	10	21	15	Important	13	28	21
Somewhat Agree	13	28	25	Very Important	20	43	43
Strongly Agree	11	23	22	Critical	7	15	17
Non-Response/Unsure	3	6	4	Non-Response/Unsure	1	2	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	20	Not Important	0	0	6
Somewhat Disagree	10	21	19	Somewhat Important	4	9	11
Neither Agree or Disagree	9	19	17	Important	11	23	20
Somewhat Agree	12	26	21	Very Important	26	55	39
Strongly Agree	9	19	15	Critical	6	13	21
Non-Response/Unsure	4	9	8	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	12	Not Important	2	4	5
Somewhat Disagree	5	11	16	Somewhat Important	6	13	13
Neither Agree or Disagree	0	0	5	Important	10	21	21
Somewhat Agree	18	38	31	Very Important	20	43	46
Strongly Agree	18	38	35	Critical	9	19	14
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	1
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	11	Not Important	0	0	3
Somewhat Disagree	4	9	16	Somewhat Important	11	23	17
Neither Agree or Disagree	10	22	16	Important	16	34	36
Somewhat Agree	8	17	29	Very Important	15	32	37
Strongly Agree	19	40	27	Critical	5	11	6
Non-Response/Unsure	1	2	2	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	15	10	Not Important	0	0	4
Somewhat Disagree	1	2	11	Somewhat Important	6	13	13
Neither Agree or Disagree	1	2	8	Important	13	28	28
Somewhat Agree	13	28	28	Very Important	23	49	44
Strongly Agree	24	51	41	Critical	5	11	10
Non-Response/Unsure	1	2	2	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	17	23	Not Important	3	6	7
Somewhat Disagree	7	15	20	Somewhat Important	5	11	14
Neither Agree or Disagree	7	15	14	Important	8	17	26
Somewhat Agree	12	26	24	Very Important	23	49	39
Strongly Agree	11	23	14	Critical	8	17	13
Non-Response/Unsure	2	4	5	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	15	11	Not Important	3	6	5
Somewhat Disagree	4	9	20	Somewhat Important	5	11	12
Neither Agree or Disagree	5	11	10	Important	6	13	22
Somewhat Agree	15	32	33	Very Important	24	51	43
Strongly Agree	15	32	25	Critical	8	17	16
Non-Response/Unsure	1	2	1	Non-Response/Unsure	1	2	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	9	Not Important	0	0	5
Somewhat Disagree	5	11	15	Somewhat Important	7	15	16
Neither Agree or Disagree	6	13	20	Important	11	23	34
Somewhat Agree	19	40	30	Very Important	22	47	34
Strongly Agree	12	26	20	Critical	7	15	10
Non-Response/Unsure	2	4	6	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	9	Not Important	1	2	4
Somewhat Disagree	3	6	16	Somewhat Important	3	6	13
Neither Agree or Disagree	3	6	13	Important	12	26	29
Somewhat Agree	9	19	29	Very Important	21	45	40
Strongly Agree	27	57	30	Critical	10	21	13
Non-Response/Unsure	1	2	3	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	8	Not Important	2	4	4
Somewhat Disagree	0	0	13	Somewhat Important	4	9	14
Neither Agree or Disagree	9	19	25	Important	13	28	33
Somewhat Agree	12	26	26	Very Important	21	45	36
Strongly Agree	18	38	21	Critical	7	15	10
Non-Response/Unsure	2	4	8	Non-Response/Unsure	0	0	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	10	Not Important	1	2	7
Somewhat Disagree	4	9	14	Somewhat Important	5	11	9
Neither Agree or Disagree	2	4	5	Important	9	19	17
Somewhat Agree	11	23	29	Very Important	20	43	41
Strongly Agree	24	51	40	Critical	11	23	25
Non-Response/Unsure	1	2	1	Non-Response/Unsure	1	2	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	15	12	Not Important	2	4	6
Somewhat Disagree	2	4	12	Somewhat Important	4	9	9
Neither Agree or Disagree	3	6	5	Important	10	21	17
Somewhat Agree	9	19	24	Very Important	20	43	42
Strongly Agree	25	53	47	Critical	10	21	24
Non-Response/Unsure	1	2	1	Non-Response/Unsure	1	2	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	5	11	12	Not Important	5	11	7
Somewhat Disagree	2	4	11	Somewhat Important	2	4	9
Neither Agree or Disagree	3	6	10	Important	6	13	17
Somewhat Agree	7	15	19	Very Important	21	45	41
Strongly Agree	28	60	42	Critical	11	23	23
Non-Response/Unsure	2	4	6	Non-Response/Unsure	2	4	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	6	15	Not Important	0	0	4
Somewhat Disagree	9	19	7	Somewhat Important	5	11	13
Neither Agree or Disagree	3	6	3	Important	18	38	28
Somewhat Agree	14	30	14	Very Important	17	36	40
Strongly Agree	14	30	56	Critical	6	13	14
Non-Response/Unsure	4	9	5	Non-Response/Unsure	1	2	2
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	12	Not Important	1	2	5
Somewhat Disagree	8	17	20	Somewhat Important	10	21	16
Neither Agree or Disagree	9	19	15	Important	18	38	33
Somewhat Agree	15	32	31	Very Important	14	30	35
Strongly Agree	8	17	19	Critical	2	4	6
Non-Response/Unsure	3	6	2	Non-Response/Unsure	2	4	5
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	15	Not Important	4	9	8
Somewhat Disagree	4	9	6	Somewhat Important	6	13	12
Neither Agree or Disagree	4	9	8	Important	10	21	20
Somewhat Agree	6	13	11	Very Important	16	34	28
Strongly Agree	18	38	33	Critical	3	6	10
Non-Response/Unsure	10	21	27	Non-Response/Unsure	8	17	22
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	15	16	Not Important	5	11	10
Somewhat Disagree	1	2	6	Somewhat Important	9	19	12
Neither Agree or Disagree	6	13	9	Important	9	19	21
Somewhat Agree	4	9	11	Very Important	9	19	29
Strongly Agree	16	34	33	Critical	6	13	12
Non-Response/Unsure	13	28	26	Non-Response/Unsure	9	19	17
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q43: SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	15	Not Important	4	9	9
Somewhat Disagree	7	15	14	Somewhat Important	7	15	13
Neither Agree or Disagree	3	6	16	Important	5	11	23
Somewhat Agree	14	30	22	Very Important	24	51	39
Strongly Agree	16	34	27	Critical	5	11	12
Non-Response/Unsure	2	4	7	Non-Response/Unsure	2	4	4
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	4	18	Not Important	2	4	6
Somewhat Disagree	6	13	14	Somewhat Important	12	26	15
Neither Agree or Disagree	9	19	13	Important	10	21	29
Somewhat Agree	5	11	17	Very Important	17	36	37
Strongly Agree	19	40	29	Critical	5	11	9
Non-Response/Unsure	6	13	10	Non-Response/Unsure	1	2	4
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	19	19	Not Important	4	9	7
Somewhat Disagree	12	26	21	Somewhat Important	10	21	12
Neither Agree or Disagree	7	15	15	Important	5	11	19
Somewhat Agree	8	17	25	Very Important	17	36	41
Strongly Agree	6	13	14	Critical	11	23	19
Non-Response/Unsure	5	11	7	Non-Response/Unsure	0	0	4
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

OTHER

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	14	Not Important	2	4	4
Somewhat Disagree	4	9	9	Somewhat Important	5	11	12
Neither Agree or Disagree	1	2	4	Important	8	17	22
Somewhat Agree	11	23	19	Very Important	24	51	47
Strongly Agree	25	53	53	Critical	8	17	13
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	17	15	Not Important	4	9	7
Somewhat Disagree	0	0	4	Somewhat Important	5	11	10
Neither Agree or Disagree	1	2	2	Important	5	11	13
Somewhat Agree	4	9	9	Very Important	21	45	48
Strongly Agree	33	70	69	Critical	12	26	20
Non-Response/Unsure	1	2	1	Non-Response/Unsure	0	0	3
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	13	12	Not Important	2	4	5
Somewhat Disagree	4	9	15	Somewhat Important	6	13	13
Neither Agree or Disagree	3	6	16	Important	9	19	25
Somewhat Agree	10	21	25	Very Important	21	45	42
Strongly Agree	22	47	21	Critical	8	17	12
Non-Response/Unsure	2	4	11	Non-Response/Unsure	1	2	4
TOTAL	**47**	**100**	**100**	**TOTAL**	**47**	**100**	**100**

Community Services

Results for the Department of Community Services are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, knowledge of benefits program, and training.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, retention, merit, opportunities for career advancement, and department leadership.

Further details regarding overall results for the Department of Community Services are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, andresults sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 76% of employees feel that coworkers make an effort to help each other ☐ 71% of employees feel that they work as part of a team ☐ 61% of employees feel that shared goals are developed for their workgroup
Ethics	☐ 61% of employees feel that they know where to go for help to resolve workplace ethical dilemmas or conflicts
Employee Involvement	☐ 61% of employees feel that they can provide input on decisions that affect their job ☐ 68% of employees feel that their supervisor considers their work-related ideas
Leadership	☐ 71% of employees feel that they can talk openly with their supervisor about their work
Quality of Work Life	☐ 61% of employees feel that they have the resources they need to do their job well ☐ 70% of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 67% of employees feel that they have access to training opportunities ☐ 72% of employees feel that they can apply what they've learned in training to their jobs
Safety and Security	☐ 68% of employees feel that their department creates a safe work environment ☐ 70% of employees feel safe working in their jobs ☐ 64% of employees feel that harassment is not tolerated in their workplace ☐ 77% of employees know who the Occupational Health and Safety representative is for their work area
Others	☐ 77% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 81% of employees feel that they have the required qualifications to meet the needs of their job
Communications	☐ 60% of employees received communications about their department's business plan in the past 12 months ☐ 66% of employees know how their work contributes to the department's priorities/purpose ☐ 63% of employees receive the communications they need to do their job well ☐ 65% of employees feel that their supervisor gives them feedback about work performance ☐ 66% of employees participate in an annual performance appraisal/review with their supervisor ☐ 62% of employees feel work-related information is shared within their department ☐ 66% of employees feel that they know where to get information within the Government of Nova Scotia in order to do their job well.
Diversity	☐ 67% of employees feel that the employees in their department are respectful of employee differences
Benefits	☐ On average, 65% of employees feel that they have a good understanding of their benefits coverage ☐ 62% of employees know who to contact regarding questions about their benefits coverage

Opportunities for Improvement

Retention	☐ 45% of employees would stay with the Government of Nova Scotia even if offered a similar job with slightly higher pay elsewhere in the community. ☐ On average, 48% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 47% of employees intend to stay with the Government of Nova Scotia for the next 10 years
Personal Growth	☐ 44% of employees feel that they have opportunities for career advancement within the government of Nova Scotia
Leadership	☐ 49% of employees feel that the leaders in their department set a good example for employees ☐ 48% of employees have confidence in the leadership in their department ☐ 37% of employees feel that senior management will try to resolve issues raised by employees in this survey
Employee Involvement	☐ 47% of employees feel that they can provide input into decisions that are made in their department
Ethics	☐ 45% of employees feel that they can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal
Other	☐ 38% of employees feel that hiring in the Government of Nova Scotia is based on merit ☐ 44% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved

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Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	72.3	24.8	64.5	27.5	61.9	26.1
Female	77.2	20.9	74.3	23.0	62.5	24.0

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	76.2	21.6	72.0	23.9	61.7	24.9
Supervisory	75.9	24.1	74.1	24.1	59.6	24.6
Management	76.6	20.3	69.8	23.8	71.4	20.6

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	52.6	42.1	[illegible]	47.4	36.8	57.9
30 - 39	56.4	41.6	57.0	38.9	54.8	32.2
40 - 49	92.4	5.6	87.3	8.1	72.9	13.0
50 - 54	78.2	19.8	70.0	25.0	59.8	23.7
55 and over	72.7	25.5	64.2	32.1	59.6	34.6

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	67.7	32.3	71.0	29.0	51.7	41.4
2 - 5 years	69.6	23.2	66.1	25.0	68.0	20.8
6 - 10 years	70.7	26.4	66.4	29.3	57.4	30.4
11 - 20 years	79.9	18.5	77.0	20.8	66.7	21.7
> 20 years	80.5	17.3	72.5	22.1	62.8	20.2

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	74.6	23.4	70.4	26.9	60.9	27.7
TE - Technical	75.0	25.0	72.0	28.0	54.5	31.8
CR - Clerical	79.1	18.2	75.0	17.6	62.9	17.1
AS - Administrative Support	44.4	44.4	44.4	55.6	33.3	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	78.1	20.3	71.4	22.2	72.6	19.4
Other (see survey for list)	92.9	7.1	92.9	0.0	71.4	14.3

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	59.1	35.0	62.0	29.2	48.5	36.8
Female	62.6	31.8	72.1	21.3	47.3	39.1

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	59.4	34.5	67.7	24.4	44.1	40.6
Supervisory	77.6	20.7	75.9	17.2	58.6	32.8
Management	60.9	31.3	75.0	23.4	60.9	31.3

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	55.6	33.3	57.9	31.6	26.3	42.1
30 - 39	45.0	50.3	53.4	37.2	41.6	42.3
40 - 49	70.4	24.0	82.8	12.0	52.1	38.0
50 - 54	68.3	25.7	72.3	19.8	53.0	30.0
55 and over	63.6	30.9	63.0	31.5	47.2	43.4

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	55.2	34.5	64.3	28.6	41.4	34.5
2 - 5 years	60.7	33.9	69.1	20.0	40.7	40.7
6 - 10 years	52.2	41.7	62.9	29.3	46.1	38.3
11 - 20 years	66.3	29.9	72.3	22.3	49.5	39.6
> 20 years	65.7	27.6	72.5	19.8	51.1	36.8

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	58.2	38.8	67.3	26.2	44.9	44.2
TE - Technical	76.0	16.0	72.0	16.0	56.0	36.0
CR - Clerical	62.4	26.6	67.0	20.8	42.1	31.8
AS - Administrative Support	66.7	33.3	55.6	44.4	55.6	22.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.5	27.0	77.8	20.6	63.5	28.6
Other (see survey for list)	85.7	14.3	92.9	7.1	64.3	35.7

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	64.8	24.2	60.3	27.9	60.1	29.7	61.6	27.5	58.8	30.9	64.7	25.7	66.7	23.2
Female	63.2	24.8	70.8	20.5	65.2	27.7	67.5	26.6	71.6	24.1	62.1	29.7	68.1	23.7

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	60.6	25.1	65.5	23.1	62.0	29.4	63.7	28.5	68.5	25.6	61.9	29.7	66.2	24.6
Supervisory	70.4	25.9	77.6	20.7	73.2	21.4	75.9	19.0	63.8	29.3	71.9	22.8	74.1	20.7
Management	76.6	21.9	73.4	21.9	65.6	28.1	70.3	25.0	68.3	27.0	60.9	26.6	70.3	20.3

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	53.3	26.7	44.4	38.9	36.8	36.8	57.9	26.3	66.7	22.2	50.0	27.8	57.9	26.3
30 - 39	45.4	42.6	56.1	38.5	54.1	36.5	54.0	39.3	54.1	40.4	52.7	40.5	55.4	37.8
40 - 49	69.6	15.5	75.1	12.2	71.4	20.4	76.0	15.8	80.5	14.9	73.3	17.4	76.2	16.1
50 - 54	75.0	18.0	76.2	17.8	65.7	29.4	71.3	23.8	70.7	20.2	64.4	29.7	68.3	19.8
55 and over	71.2	23.1	68.6	17.6	66.7	29.4	52.8	39.6	56.6	39.6	52.8	35.8	72.2	18.5

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	63.0	22.2	63.3	33.3	56.3	31.3	71.0	12.9	60.7	28.6	54.8	38.7	61.3	29.0
2 - 5 years	45.1	37.3	61.8	27.3	56.4	34.5	69.6	23.2	70.4	16.7	63.6	25.5	65.5	21.8
6 - 10 years	62.1	28.2	69.6	20.5	66.4	25.0	56.9	37.1	70.2	25.4	64.3	27.0	63.5	28.7
11 - 20 years	67.2	22.6	66.9	24.7	63.9	29.4	65.0	27.9	67.4	28.7	57.7	31.9	68.1	25.8
> 20 years	66.9	20.8	72.7	15.9	66.7	25.8	72.0	22.0	67.7	26.3	70.2	24.4	73.5	15.9

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.8	25.5	63.4	25.8	63.7	29.1	64.7	28.8	68.3	26.2	62.9	28.5	65.5	24.6
TE - Technical	45.8	33.3	72.0	20.0	64.0	24.0	64.0	24.0	64.0	20.0	62.5	33.3	70.8	20.8
CR - Clerical	62.7	21.6	72.2	15.7	66.4	23.4	67.6	24.1	68.6	27.6	61.1	29.6	71.0	22.4
AS - Administrative Support	55.6	44.4	55.6	44.4	55.6	44.4	44.4	55.6	44.4	33.3	44.4	55.6	55.6	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	77.8	19.0	77.8	19.0	64.1	29.7	68.3	23.8	69.8	25.4	62.5	26.6	70.3	20.3
Other (see survey for list)	69.2	23.1	91.7	8.3	50.0	42.9	85.7	14.3	71.4	28.6	78.6	14.3	71.4	28.6

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	61.0	30.1	45.5	39.4
Female	62.7	29.2	48.6	40.7

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	59.9	31.1	46.2	42.2
Supervisory	77.6	19.0	61.8	25.5
Management	62.5	29.7	46.0	41.3

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	38.9	55.6	35.3	41.2
30 - 39	53.4	38.5	43.8	47.2
40 - 49	67.4	24.7	51.1	36.7
50 - 54	68.0	23.0	51.5	36.1
55 and over	65.5	25.5	43.1	43.1

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	53.3	40.0	46.2	38.5
2 - 5 years	66.1	26.8	54.5	34.5
6 - 10 years	56.6	31.9	47.8	41.6
11 - 20 years	62.1	31.9	46.0	42.6
> 20 years	68.2	22.5	47.2	39.4

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	60.4	31.7	46.0	42.5
TE - Technical	62.5	20.8	41.7	45.8
CR - Clerical	65.0	26.2	52.6	37.1
AS - Administrative Support	55.6	33.3	55.6	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	61.9	30.2	43.8	40.6
Other (see survey for list)	71.4	28.6	71.4	21.4

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.9	29.4	64.5	29.7	66.7	26.8
Female	54.1	31.5	60.5	35.3	71.4	23.1

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	54.9	30.7	59.8	35.3	72.4	21.8
Supervisory	51.7	27.6	72.4	24.1	65.5	29.3
Management	50.0	35.9	64.1	32.8	60.9	32.8

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	27.8	44.4	52.6	47.4	57.9	36.8
30 - 39	47.0	43.0	52.0	46.0	54.7	42.7
40 - 49	61.0	23.6	63.5	28.4	77.0	12.8
50 - 54	52.9	27.5	75.5	21.6	80.2	15.8
55 and over	54.5	29.1	57.4	37.0	74.5	23.6

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	40.0	59.4	37.5	68.8	31.3
2 - 5 years	53.6	26.8	60.7	35.7	67.9	26.8
6 - 10 years	52.6	34.5	61.2	31.9	67.2	29.3
11 - 20 years	50.8	32.8	59.8	36.4	70.3	24.7
> 20 years	60.2	25.6	66.2	29.3	74.6	15.7

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	49.8	34.5	55.4	39.2	68.8	26.8
TE - Technical	64.0	24.0	72.0	28.0	80.0	4.0
CR - Clerical	63.3	20.2	76.1	19.3	77.1	15.6
AS - Administrative Support	44.4	44.4	55.6	44.4	55.6	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	53.1	32.8	64.1	31.3	59.4	32.8
Other (see survey for list)	57.1	35.7	57.1	42.9	78.6	21.4

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	54.0	42.4	49.3	39.7	54.7	32.8
Female	57.1	38.7	55.7	34.7	59.0	32.8

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	56.6	39.7	51.8	37.6	56.4	33.8
Supervisory	56.1	35.1	61.4	28.1	64.3	26.8
Management	54.0	46.0	62.5	34.4	60.9	32.8

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	31.6	52.6	47.4	31.6	55.6	27.8
30 - 39	54.4	40.3	46.3	40.9	48.3	43.0
40 - 49	58.5	39.0	57.7	33.0	67.3	23.5
50 - 54	56.9	38.2	58.0	35.0	59.6	29.3
55 and over	61.8	38.2	54.7	39.6	45.5	47.3

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	46.9	56.3	37.5	64.5	25.8
2 - 5 years	51.8	42.9	53.6	33.9	64.3	28.6
6 - 10 years	65.8	29.1	55.2	34.5	49.1	41.4
11 - 20 years	54.7	42.0	54.1	35.9	56.4	35.2
> 20 years	53.0	43.3	51.9	38.0	62.7	26.1

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	60.7	34.9	50.3	39.0	55.5	36.0
TE - Technical	52.0	44.0	65.2	30.4	54.2	25.0
CR - Clerical	49.1	46.4	53.7	35.2	59.6	27.5
AS - Administrative Support	22.2	66.7	44.4	55.6	44.4	55.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	52.4	47.6	62.5	32.8	60.9	32.8
Other (see survey for list)	57.1	42.9	85.7	7.1	85.7	14.3

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	65.9	26.7	67.6	25.0	70.6	23.5	55.6	27.1	72.8	13.2	61.9	32.8
Female	61.7	29.8	69.7	23.3	72.4	20.3	58.2	27.2	68.8	17.7	64.9	30.7

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	61.0	30.3	67.9	24.7	70.3	22.1	58.5	26.7	69.4	16.7	63.9	30.9
Supervisory	66.7	26.3	71.4	25.0	76.8	21.4	52.7	34.5	68.5	22.2	65.5	32.7
Management	69.8	23.8	74.2	17.7	77.4	16.1	55.7	24.6	73.8	11.5	65.6	31.3

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	44.4	33.3	55.6	38.9	50.0	33.3	38.9	38.9	55.6	33.3	29.4	58.8
30 - 39	44.9	46.9	46.9	46.9	49.7	44.2	37.9	40.0	48.6	28.1	50.0	47.3
40 - 49	70.5	22.8	81.1	12.8	84.6	9.2	67.7	21.9	82.5	11.3	72.4	24.5
50 - 54	71.3	17.8	76.2	12.9	80.0	12.0	63.4	21.8	75.2	9.9	74.7	16.2
55 and over	76.0	20.0	79.6	14.3	81.3	12.5	71.4	16.3	78.4	9.8	66.0	30.0

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	46.7	40.0	54.8	35.5	54.8	32.3	54.8	32.3	54.8	32.3	55.2	37.9
2 - 5 years	58.2	25.5	60.0	25.5	61.8	25.5	49.1	27.3	58.9	23.2	56.6	35.8
6 - 10 years	62.9	31.0	67.0	27.8	67.5	26.3	54.9	27.4	67.2	15.5	58.3	37.4
11 - 20 years	64.8	27.8	73.6	21.3	78.1	17.4	58.8	28.8	74.0	14.1	66.3	32.0
> 20 years	65.9	27.3	72.5	19.8	76.0	17.1	62.8	23.3	75.2	14.0	71.9	21.1

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.0	29.6	67.1	25.6	69.2	23.1	56.8	28.6	67.9	19.0	60.1	35.0
TE - Technical	69.6	26.1	83.3	12.5	82.6	13.0	65.2	26.1	75.0	16.7	56.5	34.8
CR - Clerical	66.1	27.5	70.4	23.1	76.1	18.3	60.7	24.3	72.0	14.0	76.4	20.8
AS - Administrative Support	44.4	55.6	44.4	55.6	44.4	55.6	44.4	44.4	44.4	22.2	55.6	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	66.7	25.4	73.0	19.0	76.2	17.5	56.5	24.2	74.2	11.3	67.2	29.7
Other (see survey for list)	71.4	14.3	78.6	7.1	78.6	7.1	57.1	3.0	78.6	7.1	57.1	28.6

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	69.6	27.5	53.0	33.6	47.4	38.7	51.4	31.2	40.0	42.2
Female	71.8	25.3	49.9	35.0	49.1	35.4	52.4	34.9	39.9	40.7

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	70.5	26.0	47.7	36.3	46.7	38.0	50.5	35.2	38.5	42.0
Supervisory	77.2	22.8	63.6	21.8	60.7	26.8	67.9	28.6	45.3	35.8
Management	71.4	27.0	57.8	35.9	50.0	35.9	48.4	31.3	43.5	40.3

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.1	33.3	27.8	38.9	22.2	55.6	38.9	44.4	25.0	50.0
30 - 39	54.7	43.9	40.8	43.5	46.3	35.4	45.6	42.9	41.0	41.0
40 - 49	83.8	12.2	56.3	30.5	49.5	37.0	58.3	26.6	38.7	42.5
50 - 54	75.5	21.6	55.6	30.3	54.5	32.3	56.9	29.4	45.4	35.1
55 and over	63.6	34.5	54.9	33.3	49.1	38.2	42.3	42.3	34.7	46.9

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	67.7	29.0	48.3	37.9	53.3	33.3	53.3	33.3	35.7	53.6
2 - 5 years	66.1	28.6	52.8	30.2	55.4	32.1	50.9	32.7	48.1	36.5
6 - 10 years	65.0	32.5	45.2	37.4	44.0	38.8	43.0	42.1	40.5	39.6
11 - 20 years	72.9	26.0	52.0	36.0	48.6	39.0	56.1	30.6	39.1	42.6
> 20 years	77.6	17.9	53.8	31.1	49.2	32.6	54.5	31.8	37.8	40.2

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	70.1	26.9	47.9	35.6	45.2	39.7	51.0	35.5	36.5	43.4
TE - Technical	88.0	12.0	58.3	25.0	68.0	20.0	60.0	36.0	33.3	33.3
CR - Clerical	68.2	26.4	49.1	36.8	50.0	33.0	54.6	31.5	46.5	38.6
AS - Administrative Support	44.4	55.6	44.4	55.6	33.3	55.6	37.5	50.0	25.0	62.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	73.0	27.0	59.4	34.4	50.0	35.9	48.4	31.3	44.4	38.1
Other (see survey for list)	92.9	7.1	76.9	7.7	76.9	15.4	66.7	16.7	58.3	33.3

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	64.7	29.5	58.4	27.0	66.2	25.0	47.8	39.9	52.9	34.8
Female	68.7	27.4	59.6	25.1	74.3	18.0	45.6	41.8	60.1	32.3

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.2	29.6	58.9	25.9	73.4	19.5	42.7	43.3	56.1	34.8
Supervisory	74.1	24.1	64.9	21.1	70.2	17.5	56.4	38.2	63.8	32.8
Management	70.3	21.9	56.3	26.6	67.2	23.4	57.1	33.3	64.1	23.4

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	55.6	33.3	50.0	38.9	70.6	29.4	47.4	31.6	44.4	33.3
30 - 39	46.3	49.0	47.0	36.2	51.7	38.3	56.0	36.9	50.3	41.6
40 - 49	80.3	15.2	67.3	19.4	87.7	7.7	42.5	45.1	64.5	27.9
50 - 54	75.2	23.8	60.4	20.8	73.0	17.0	46.5	40.4	56.9	30.4
55 and over	67.3	25.5	64.8	24.1	72.2	14.8	31.4	45.1	63.6	32.7

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	67.7	29.0	60.0	23.3	66.7	20.0	41.4	31.0	54.8	38.7
2 - 5 years	69.6	26.8	73.2	17.9	71.4	23.2	62.3	30.2	63.6	27.3
6 - 10 years	56.4	35.0	50.4	33.9	67.2	25.0	46.0	40.7	58.1	29.1
11 - 20 years	67.6	30.2	60.4	25.3	75.6	18.9	46.1	44.4	56.3	37.2
> 20 years	76.1	19.4	60.4	21.6	74.2	14.4	40.8	44.6	59.7	31.3

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.7	32.5	59.7	26.3	70.3	21.4	46.3	42.8	55.8	36.4
TE - Technical	84.0	12.0	60.0	32.0	76.0	16.0	44.0	40.0	72.0	28.0
CR - Clerical	75.2	22.0	59.6	21.1	76.9	14.8	38.5	45.2	59.1	30.0
AS - Administrative Support	55.6	44.4	22.2	66.7	44.4	44.4	11.1	77.8	33.3	55.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	70.3	23.4	55.6	27.0	68.8	23.4	57.1	31.7	62.5	23.4
Other (see survey for list)	71.4	21.4	85.7	7.1	92.9	7.1	69.2	23.1	64.3	28.6

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	53.7	31.3	65.7	20.4	53.5	23.3
Female	60.6	23.5	68.0	23.3	59.5	21.6

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	58.7	23.6	66.6	23.0	57.9	21.4
Supervisory	74.1	19.0	74.1	13.8	70.7	17.2
Management	46.9	42.2	68.8	25.0	48.4	29.7

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	47.1	29.4	38.9	44.4	38.9	27.8
30 - 39	48.0	35.1	49.0	40.3	46.5	31.3
40 - 49	61.7	20.7	77.2	11.2	64.9	14.6
50 - 54	69.3	15.8	76.8	17.2	68.4	17.3
55 and over	61.5	32.7	75.9	16.7	50.0	30.0

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	57.1	25.0	58.1	32.3	50.0	28.6
2 - 5 years	64.8	20.4	67.3	25.5	67.9	15.1
6 - 10 years	51.3	32.7	57.4	28.7	48.2	30.4
11 - 20 years	59.0	25.3	69.6	22.1	58.6	24.9
> 20 years	63.2	21.1	76.1	13.4	63.6	12.1

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	59.3	26.0	67.2	21.5	57.6	23.7
TE - Technical	72.0	12.0	68.0	16.0	76.0	0.0
CR - Clerical	61.7	15.9	67.3	23.4	60.2	17.3
AS - Administrative Support	33.3	55.6	33.3	55.6	22.2	55.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	46.9	40.6	68.8	25.0	50.0	28.1
Other (see survey for list)	76.9	23.1	85.7	14.3	83.3	8.3

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	71.9	22.3	72.7	22.3	66.2	21.3	74.1	22.2
Female	67.1	26.1	69.9	24.9	66.3	22.5	79.4	18.5

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	67.4	26.1	68.6	25.4	64.7	21.7	78.4	18.5
Supervisory	72.4	24.1	67.2	27.6	75.9	20.7	75.9	22.4
Management	68.8	23.4	84.4	15.6	68.3	25.4	77.8	22.2

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	68.4	31.6	73.7	26.3	42.1	36.8	68.4	31.6
30 - 39	52.7	39.3	50.3	45.6	51.7	37.1	54.7	41.9
40 - 49	74.7	16.7	80.7	11.2	74.5	12.2	92.8	5.2
50 - 54	78.4	19.6	76.5	20.6	72.3	16.8	84.2	11.9
55 and over	67.3	25.5	76.4	20.0	73.1	23.1	81.1	18.9

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	71.9	21.9	75.0	21.9	58.6	27.6	75.0	25.0
2 - 5 years	73.2	23.2	69.6	28.6	67.3	15.4	69.1	23.6
6 - 10 years	61.5	29.9	67.5	26.5	59.3	28.3	72.2	26.1
11 - 20 years	66.8	26.6	66.7	26.8	69.1	21.1	78.5	18.8
> 20 years	73.1	21.6	76.9	18.7	69.9	19.5	87.0	11.5

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	66.0	27.9	66.3	28.6	64.3	23.7	75.0	22.3
TE - Technical	80.0	16.0	80.0	16.0	72.0	20.0	82.6	4.3
CR - Clerical	70.0	22.7	72.7	18.2	67.6	18.1	84.4	13.8
AS - Administrative Support	22.2	55.6	33.3	55.6	33.3	55.6	55.6	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	71.9	21.9	84.4	15.6	69.8	23.8	77.8	22.2
Other (see survey for list)	92.9	7.1	85.7	14.3	84.6	0.0	92.9	7.1

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	48.9	35.8	63.4	22.3	63.0	33.0	55.2	26.9	47.2	40.9
Female	52.7	32.1	64.1	26.7	56.3	28.4	56.0	27.5	50.4	33.2

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.3	34.2	64.5	24.3	63.3	27.0	57.4	27.0	50.3	35.2
Supervisory	66.7	22.8	65.2	26.1	54.5	36.3	50.9	28.3	52.9	31.4
Management	46.9	35.9	59.6	31.9	52.2	41.3	49.2	29.5	42.6	39.3

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	42.1	26.3	47.1	35.3	50.0	33.3	52.6	47.4	38.9	44.4
30 - 39	48.6	35.6	50.8	40.5	55.3	35.1	50.0	33.3	45.7	38.4
40 - 49	52.1	33.0	81.0	7.1	77.5	13.8	66.7	16.9	51.4	32.6
50 - 54	59.6	29.3	71.3	17.5	48.4	43.5	52.0	29.6	58.2	26.4
55 and over	48.1	35.2	46.7	44.4	29.6	63.0	38.8	38.8	42.0	50.0

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	46.9	28.1	56.5	26.1	65.4	26.9	60.7	28.6	48.3	34.5
2 - 5 years	60.0	30.9	62.5	25.0	61.2	28.5	63.0	29.6	49.1	39.6
6 - 10 years	51.3	31.0	61.1	26.7	62.7	23.4	55.3	26.3	51.4	36.1
11 - 20 years	53.6	35.2	67.2	24.2	68.1	25.7	59.2	25.9	47.6	32.9
> 20 years	47.4	33.8	65.7	25.7	47.1	43.7	47.3	29.5	52.5	35.0

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.4	32.2	63.1	26.2	60.2	30.8	56.4	29.6	49.1	37.5
TE - Technical	62.5	20.8	73.7	5.3	50.0	22.3	50.0	20.8	62.5	20.8
CR - Clerical	51.9	33.0	65.8	25.0	70.3	22.2	56.4	23.8	57.0	28.0
AS - Administrative Support	11.1	88.9	14.3	71.4	37.5	37.5	33.3	44.4	0.0	87.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	46.0	34.9	63.0	28.3	53.2	40.5	50.8	27.9	43.3	36.7
Other (see survey for list)	71.4	28.6	77.8	11.1	70.0	30.0	76.9	7.7	58.3	25.0

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	43.0	41.5	72.3	22.6	78.1	20.4	51.1	29.0
Female	40.1	44.6	80.4	17.5	81.9	16.5	49.8	27.0

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	39.0	44.6	78.1	18.4	81.2	16.8	48.7	27.4
Supervisory	43.9	36.8	76.8	23.2	81.0	19.0	55.8	23.1
Management	48.4	45.2	78.1	20.3	79.7	20.3	54.8	32.3

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	21.1	36.8	66.7	33.3	68.4	31.6	37.5	18.8
30 - 39	49.3	36.6	57.4	38.5	56.0	42.7	44.8	29.9
40 - 49	36.7	48.9	91.8	5.1	96.4	0.5	52.0	24.3
50 - 54	41.7	44.8	82.0	15.0	87.1	12.9	59.1	26.9
55 and over	38.0	46.0	81.8	18.2	87.0	13.0	46.9	30.7

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	40.7	37.0	71.0	29.0	78.1	21.9	50.0	30.8
2 - 5 years	46.3	40.7	73.2	21.4	75.0	21.4	52.8	26.4
6 - 10 years	44.0	44.0	73.3	25.0	75.0	24.1	52.9	26.5
11 - 20 years	40.3	43.2	78.9	17.2	83.2	16.8	50.9	26.1
> 20 years	36.4	47.3	85.0	12.8	86.4	9.8	47.2	29.3

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	40.6	44.1	77.4	20.2	80.0	19.3	48.3	29.3
TE - Technical	30.4	47.8	87.5	4.2	91.7	8.3	65.2	17.4
CR - Clerical	37.3	44.1	79.8	17.4	81.8	12.7	52.6	20.6
AS - Administrative Support	22.2	33.3	44.4	55.6	55.6	44.4	25.0	75.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	47.6	46.0	78.1	20.3	79.7	20.3	53.2	29.0
Other (see survey for list)	69.2	23.1	78.6	7.1	92.9	7.1	46.2	23.1

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	59	11	12	Not Important	36	7	6
Somewhat Disagree	56	11	13	Somewhat Important	48	9	12
Neither Agree or Disagree	11	2	2	Important	49	9	14
Somewhat Agree	111	21	25	Very Important	253	48	45
Strongly Agree	287	55	47	Critical	133	25	21
Non-Response/Unsure	3	1	1	Non-Response/Unsure	8	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	51	10	11	Not Important	40	8	7
Somewhat Disagree	74	14	16	Somewhat Important	55	10	12
Neither Agree or Disagree	22	4	4	Important	61	12	15
Somewhat Agree	138	26	30	Very Important	212	40	41
Strongly Agree	236	45	37	Critical	148	28	22
Non-Response/Unsure	6	1	2	Non-Response/Unsure	11	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	55	10	12	Not Important	33	6	5
Somewhat Disagree	69	13	17	Somewhat Important	80	15	17
Neither Agree or Disagree	66	13	13	Important	126	24	27
Somewhat Agree	203	39	32	Very Important	190	36	34
Strongly Agree	115	22	23	Critical	76	14	12
Non-Response/Unsure	19	4	5	Non-Response/Unsure	22	4	5
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	77	15	14	Not Important	32	6	5
Somewhat Disagree	94	18	17	Somewhat Important	57	11	13
Neither Agree or Disagree	30	6	6	Important	95	18	21
Somewhat Agree	188	36	34	Very Important	243	46	44
Strongly Agree	133	25	28	Critical	88	17	14
Non-Response/Unsure	5	1	1	Non-Response/Unsure	12	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	62	12	14	Not Important	18	3	4
Somewhat Disagree	59	11	13	Somewhat Important	62	12	14
Neither Agree or Disagree	37	7	6	Important	115	22	23
Somewhat Agree	162	31	29	Very Important	251	48	45
Strongly Agree	197	37	36	Critical	67	13	11
Non-Response/Unsure	10	2	2	Non-Response/Unsure	14	3	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	91	17	17	Not Important	22	4	4
Somewhat Disagree	108	21	19	Somewhat Important	79	15	17
Neither Agree or Disagree	71	14	11	Important	152	29	32
Somewhat Agree	161	31	30	Very Important	182	35	35
Strongly Agree	85	16	21	Critical	77	15	9
Non-Response/Unsure	11	2	2	Non-Response/Unsure	15	3	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	60	11	22	Not Important	34	7	6
Somewhat Disagree	62	12	13	Somewhat Important	104	20	22
Neither Agree or Disagree	57	11	10	Important	200	38	36
Somewhat Agree	146	28	21	Very Important	156	30	27
Strongly Agree	167	32	28	Critical	25	5	7
Non-Response/Unsure	35	7	7	Non-Response/Unsure	8	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	55	10	12	Not Important	18	3	5
Somewhat Disagree	60	11	13	Somewhat Important	69	13	16
Neither Agree or Disagree	48	9	8	Important	182	35	32
Somewhat Agree	150	29	27	Very Important	193	37	36
Strongly Agree	197	37	38	Critical	57	11	10
Non-Response/Unsure	17	3	3	Non-Response/Unsure	8	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	7	10	Not Important	29	6	7
Somewhat Disagree	111	21	21	Somewhat Important	48	9	11
Neither Agree or Disagree	42	8	8	Important	104	20	21
Somewhat Agree	210	40	36	Very Important	227	43	39
Strongly Agree	120	23	24	Critical	112	21	19
Non-Response/Unsure	9	2	2	Non-Response/Unsure	7	1	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	65	12	15	Not Important	29	6	6
Somewhat Disagree	77	15	17	Somewhat Important	51	10	13
Neither Agree or Disagree	38	7	8	Important	109	21	22
Somewhat Agree	145	28	27	Very Important	251	48	41
Strongly Agree	197	37	32	Critical	83	16	15
Non-Response/Unsure	5	1	2	Non-Response/Unsure	4	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	89	17	25	Not Important	41	8	8
Somewhat Disagree	46	9	11	Somewhat Important	72	14	16
Neither Agree or Disagree	30	6	8	Important	94	18	23
Somewhat Agree	85	16	15	Very Important	222	42	36
Strongly Agree	264	50	38	Critical	92	18	14
Non-Response/Unsure	13	2	4	Non-Response/Unsure	6	1	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	8	12	Not Important	24	5	5
Somewhat Disagree	104	20	20	Somewhat Important	44	8	13
Neither Agree or Disagree	44	8	9	Important	135	26	26
Somewhat Agree	187	36	33	Very Important	235	45	40
Strongly Agree	139	26	24	Critical	83	16	14
Non-Response/Unsure	9	2	3	Non-Response/Unsure	6	1	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	8	9	Not Important	21	4	5
Somewhat Disagree	79	15	16	Somewhat Important	56	11	14
Neither Agree or Disagree	45	9	9	Important	148	28	28
Somewhat Agree	192	36	33	Very Important	233	44	38
Strongly Agree	159	30	30	Critical	66	13	13
Non-Response/Unsure	9	2	3	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	63	12	12	Not Important	25	5	5
Somewhat Disagree	88	17	17	Somewhat Important	53	10	13
Neither Agree or Disagree	42	8	9	Important	127	24	28
Somewhat Agree	153	29	29	Very Important	225	43	38
Strongly Agree	168	32	30	Critical	92	18	14
Non-Response/Unsure	13	3	3	Non-Response/Unsure	5	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	98	19	18	Not Important	31	6	6
Somewhat Disagree	104	20	17	Somewhat Important	45	9	12
Neither Agree or Disagree	59	11	13	Important	103	20	22
Somewhat Agree	117	22	21	Very Important	216	41	38
Strongly Agree	121	23	25	Critical	129	25	20
Non-Response/Unsure	28	5	6	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	74	14	15	Not Important	43	8	7
Somewhat Disagree	88	17	16	Somewhat Important	54	10	12
Neither Agree or Disagree	79	15	14	Important	82	16	18
Somewhat Agree	146	28	25	Very Important	222	42	41
Strongly Agree	135	26	28	Critical	123	23	20
Non-Response/Unsure	5	1	2	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	67	13	11	Not Important	39	7	8
Somewhat Disagree	110	21	20	Somewhat Important	42	8	10
Neither Agree or Disagree	25	5	6	Important	56	11	14
Somewhat Agree	189	36	33	Very Important	223	42	44
Strongly Agree	134	25	30	Critical	163	31	24
Non-Response/Unsure	2	0	1	Non-Response/Unsure	4	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	51	10	11	Not Important	41	8	8
Somewhat Disagree	74	14	14	Somewhat Important	43	8	10
Neither Agree or Disagree	30	6	6	Important	60	11	14
Somewhat Agree	128	24	27	Very Important	226	43	43
Strongly Agree	241	46	41	Critical	155	29	24
Non-Response/Unsure	3	1	1	Non-Response/Unsure	2	0	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	102	19	21	Not Important	24	5	6
Somewhat Disagree	107	20	25	Somewhat Important	54	10	11
Neither Agree or Disagree	21	4	5	Important	68	13	14
Somewhat Agree	187	36	31	Very Important	270	51	47
Strongly Agree	106	20	17	Critical	105	20	21
Non-Response/Unsure	4	1	1	Non-Response/Unsure	6	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	79	15	15	Not Important	30	6	6
Somewhat Disagree	108	21	21	Somewhat Important	49	9	12
Neither Agree or Disagree	52	10	9	Important	76	14	18
Somewhat Agree	160	30	31	Very Important	272	52	47
Strongly Agree	119	23	22	Critical	92	18	16
Non-Response/Unsure	9	2	2	Non-Response/Unsure	8	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	79	15	15	Not Important	20	4	4
Somewhat Disagree	93	18	16	Somewhat Important	63	12	13
Neither Agree or Disagree	49	9	10	Important	97	18	22
Somewhat Agree	148	28	28	Very Important	259	49	44
Strongly Agree	151	29	29	Critical	81	15	13
Non-Response/Unsure	7	1	2	Non-Response/Unsure	7	1	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	9	9	Not Important	41	8	8
Somewhat Disagree	99	19	16	Somewhat Important	72	14	13
Neither Agree or Disagree	42	8	9	Important	127	24	29
Somewhat Agree	178	34	32	Very Important	231	44	39
Strongly Agree	144	27	30	Critical	47	9	8
Non-Response/Unsure	15	3	4	Non-Response/Unsure	9	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	50	10	10	Not Important	25	5	5
Somewhat Disagree	72	14	13	Somewhat Important	59	11	11
Neither Agree or Disagree	36	7	7	Important	147	28	30
Somewhat Agree	152	29	29	Very Important	239	45	41
Strongly Agree	204	39	38	Critical	46	9	9
Non-Response/Unsure	13	2	4	Non-Response/Unsure	11	2	4
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	8	8	Not Important	22	4	3
Somewhat Disagree	67	13	12	Somewhat Important	58	11	12
Neither Agree or Disagree	35	7	7	Important	156	30	34
Somewhat Agree	148	28	27	Very Important	233	44	40
Strongly Agree	220	42	42	Critical	49	9	9
Non-Response/Unsure	16	3	4	Non-Response/Unsure	9	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	6	6	Not Important	24	5	4
Somewhat Disagree	109	21	18	Somewhat Important	69	13	14
Neither Agree or Disagree	77	15	15	Important	159	30	34
Somewhat Agree	146	28	29	Very Important	219	42	37
Strongly Agree	147	28	27	Critical	45	9	8
Non-Response/Unsure	19	4	4	Non-Response/Unsure	11	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	4	4	Not Important	20	4	4
Somewhat Disagree	65	12	12	Somewhat Important	65	12	12
Neither Agree or Disagree	69	13	13	Important	152	29	32
Somewhat Agree	161	31	29	Very Important	221	42	38
Strongly Agree	198	38	38	Critical	48	9	8
Non-Response/Unsure	14	3	4	Non-Response/Unsure	21	4	5
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	70	13	12	Not Important	22	4	3
Somewhat Disagree	87	17	15	Somewhat Important	67	13	12
Neither Agree or Disagree	23	4	6	Important	141	27	32
Somewhat Agree	123	23	23	Very Important	228	43	40
Strongly Agree	204	39	39	Critical	58	11	9
Non-Response/Unsure	20	4	6	Non-Response/Unsure	11	2	4
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	73	14	15	Not Important	31	6	6
Somewhat Disagree	63	12	12	Somewhat Important	47	9	11
Neither Agree or Disagree	15	3	4	Important	52	10	13
Somewhat Agree	131	25	23	Very Important	284	54	48
Strongly Agree	241	46	46	Critical	107	20	19
Non-Response/Unsure	4	1	1	Non-Response/Unsure	6	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	73	14	17	Not Important	23	4	6
Somewhat Disagree	104	20	18	Somewhat Important	61	12	11
Neither Agree or Disagree	74	14	15	Important	97	18	20
Somewhat Agree	130	25	24	Very Important	230	44	42
Strongly Agree	127	24	22	Critical	108	21	19
Non-Response/Unsure	19	4	3	Non-Response/Unsure	8	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	80	15	18	Not Important	28	5	6
Somewhat Disagree	107	20	20	Somewhat Important	53	10	11
Neither Agree or Disagree	77	15	13	Important	80	15	17
Somewhat Agree	141	27	26	Very Important	237	45	42
Strongly Agree	109	21	22	Critical	119	23	22
Non-Response/Unsure	13	3	2	Non-Response/Unsure	10	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	81	15	17	Not Important	28	5	5
Somewhat Disagree	94	18	17	Somewhat Important	53	10	12
Neither Agree or Disagree	72	14	15	Important	97	18	21
Somewhat Agree	139	26	25	Very Important	237	45	43
Strongly Agree	128	24	22	Critical	100	19	17
Non-Response/Unsure	13	3	4	Non-Response/Unsure	12	2	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	101	19	20	Not Important	37	7	6
Somewhat Disagree	101	19	19	Somewhat Important	40	8	11
Neither Agree or Disagree	92	18	17	Important	88	17	20
Somewhat Agree	108	21	21	Very Important	212	40	39
Strongly Agree	86	16	15	Critical	136	26	21
Non-Response/Unsure	39	7	8	Non-Response/Unsure	14	3	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	57	11	12	Not Important	20	4	5
Somewhat Disagree	90	17	16	Somewhat Important	58	11	13
Neither Agree or Disagree	23	4	5	Important	106	20	21
Somewhat Agree	178	34	31	Very Important	256	49	46
Strongly Agree	176	33	35	Critical	85	16	14
Non-Response/Unsure	3	1	1	Non-Response/Unsure	2	0	1
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	53	10	11	Not Important	13	3	3
Somewhat Disagree	80	15	16	Somewhat Important	86	16	17
Neither Agree or Disagree	79	15	16	Important	185	35	36
Somewhat Agree	158	30	29	Very Important	218	41	37
Strongly Agree	151	29	27	Critical	22	4	6
Non-Response/Unsure	6	1	2	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	9	10	Not Important	14	3	4
Somewhat Disagree	55	10	11	Somewhat Important	66	13	13
Neither Agree or Disagree	41	8	8	Important	132	25	28
Somewhat Agree	156	30	28	Very Important	261	50	44
Strongly Agree	219	42	41	Critical	49	9	10
Non-Response/Unsure	9	2	2	Non-Response/Unsure	5	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	103	20	23	Not Important	36	7	7
Somewhat Disagree	107	20	20	Somewhat Important	67	13	14
Neither Agree or Disagree	63	12	14	Important	124	24	26
Somewhat Agree	142	27	24	Very Important	236	45	39
Strongly Agree	91	17	14	Critical	62	12	13
Non-Response/Unsure	21	4	5	Non-Response/Unsure	2	0	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	11	11	Not Important	28	5	5
Somewhat Disagree	115	22	20	Somewhat Important	51	10	12
Neither Agree or Disagree	47	9	10	Important	99	19	22
Somewhat Agree	182	35	33	Very Important	241	46	43
Strongly Agree	122	23	25	Critical	105	20	16
Non-Response/Unsure	3	1	1	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	9	9	Not Important	32	6	5
Somewhat Disagree	84	16	15	Somewhat Important	64	12	16
Neither Agree or Disagree	80	15	20	Important	149	28	34
Somewhat Agree	175	33	30	Very Important	216	41	34
Strongly Agree	125	24	20	Critical	62	12	10
Non-Response/Unsure	18	3	6	Non-Response/Unsure	4	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	9	9	Not Important	24	5	4
Somewhat Disagree	69	13	16	Somewhat Important	46	9	13
Neither Agree or Disagree	52	10	13	Important	115	22	29
Somewhat Agree	145	28	29	Very Important	244	46	40
Strongly Agree	207	39	30	Critical	94	18	13
Non-Response/Unsure	7	1	3	Non-Response/Unsure	4	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	9	8	Not Important	26	5	4
Somewhat Disagree	63	12	13	Somewhat Important	61	12	14
Neither Agree or Disagree	100	19	25	Important	142	27	33
Somewhat Agree	148	28	26	Very Important	225	43	36
Strongly Agree	141	27	21	Critical	69	13	10
Non-Response/Unsure	29	6	8	Non-Response/Unsure	4	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	8	10	Not Important	33	6	7
Somewhat Disagree	95	18	14	Somewhat Important	44	8	9
Neither Agree or Disagree	35	7	5	Important	63	12	17
Somewhat Agree	191	36	29	Very Important	220	42	41
Strongly Agree	166	32	40	Critical	164	31	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	9	12	Not Important	30	6	6
Somewhat Disagree	83	16	12	Somewhat Important	43	8	9
Neither Agree or Disagree	28	5	5	Important	71	14	17
Somewhat Agree	175	33	24	Very Important	225	43	42
Strongly Agree	193	37	47	Critical	157	30	24
Non-Response/Unsure	2	0	1	Non-Response/Unsure	1	0	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

	Level of Agreement				Level of Importance		
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	60	11	12	Not Important	31	6	7
Somewhat Disagree	52	10	11	Somewhat Important	48	9	9
Neither Agree or Disagree	58	11	10	Important	65	12	17
Somewhat Agree	101	19	19	Very Important	226	43	41
Strongly Agree	235	45	42	Critical	154	29	23
Non-Response/Unsure	21	4	6	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	65	12	15	Not Important	20	4	4
Somewhat Disagree	35	7	7	Somewhat Important	55	10	13
Neither Agree or Disagree	13	3	3	Important	133	25	28
Somewhat Agree	69	13	14	Very Important	223	42	40
Strongly Agree	336	64	56	Critical	95	18	14
Non-Response/Unsure	9	2	5	Non-Response/Unsure	1	0	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	74	14	12	Not Important	29	6	5
Somewhat Disagree	97	18	20	Somewhat Important	90	17	16
Neither Agree or Disagree	79	15	15	Important	167	32	33
Somewhat Agree	165	31	31	Very Important	191	36	35
Strongly Agree	100	19	19	Critical	33	6	6
Non-Response/Unsure	12	2	2	Non-Response/Unsure	17	3	5
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	78	15	15	Not Important	47	9	8
Somewhat Disagree	22	4	6	Somewhat Important	57	11	12
Neither Agree or Disagree	43	8	8	Important	112	21	20
Somewhat Agree	65	12	11	Very Important	167	32	28
Strongly Agree	188	36	33	Critical	39	7	10
Non-Response/Unsure	131	25	27	Non-Response/Unsure	105	20	22
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	92	18	16	Not Important	52	10	10
Somewhat Disagree	27	5	6	Somewhat Important	58	11	12
Neither Agree or Disagree	38	7	9	Important	95	18	21
Somewhat Agree	62	12	11	Very Important	181	34	29
Strongly Agree	183	35	33	Critical	57	11	12
Non-Response/Unsure	125	24	26	Non-Response/Unsure	84	16	17
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	88	17	15	Not Important	53	10	9
Somewhat Disagree	50	10	14	Somewhat Important	67	13	13
Neither Agree or Disagree	85	16	16	Important	118	22	23
Somewhat Agree	122	23	22	Very Important	226	43	39
Strongly Agree	156	30	27	Critical	52	10	12
Non-Response/Unsure	26	5	7	Non-Response/Unsure	11	2	4
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	97	18	18	Not Important	28	5	6
Somewhat Disagree	73	14	14	Somewhat Important	81	15	15
Neither Agree or Disagree	73	14	13	Important	164	31	29
Somewhat Agree	86	16	17	Very Important	201	38	37
Strongly Agree	152	29	29	Critical	40	8	9
Non-Response/Unsure	46	9	10	Non-Response/Unsure	13	3	4
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	107	20	19	Not Important	36	7	7
Somewhat Disagree	112	21	21	Somewhat Important	50	10	12
Neither Agree or Disagree	77	15	15	Important	91	17	19
Somewhat Agree	143	27	25	Very Important	230	44	41
Strongly Agree	59	11	14	Critical	107	20	19
Non-Response/Unsure	29	6	7	Non-Response/Unsure	13	3	4
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	66	13	14	Not Important	19	4	4
Somewhat Disagree	34	7	9	Somewhat Important	56	11	12
Neither Agree or Disagree	15	3	4	Important	107	20	22
Somewhat Agree	83	16	19	Very Important	277	53	47
Strongly Agree	322	61	53	Critical	58	11	13
Non-Response/Unsure	7	1	2	Non-Response/Unsure	10	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	79	15	15	Not Important	28	5	7
Somewhat Disagree	12	2	4	Somewhat Important	52	10	10
Neither Agree or Disagree	8	2	2	Important	65	12	13
Somewhat Agree	42	8	9	Very Important	263	50	48
Strongly Agree	383	73	69	Critical	109	21	20
Non-Response/Unsure	3	1	1	Non-Response/Unsure	10	2	3
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	9	12	Not Important	25	5	5
Somewhat Disagree	79	15	15	Somewhat Important	70	13	13
Neither Agree or Disagree	104	20	18	Important	131	25	25
Somewhat Agree	149	28	25	Very Important	226	43	42
Strongly Agree	86	16	21	Critical	58	11	12
Non-Response/Unsure	60	11	11	Non-Response/Unsure	17	3	4
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Education

Results for the Department of Education are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, knowledge of benefits program, and training.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, retention, merit, opportunities for career advancement, and department leadership.

Further details regarding overall results for the Department of Education are available in the following pages, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Employee Involvement	☐ 62% of employees feel that they can provide input on decisions that affect their job ☐ 62% of employees feel that their supervisor considers their work-related ideas
Teamwork	☐ 72% of employees feel that coworkers make an effort to help each other ☐ 67% of employees feel that they work as part of a team
Quality of Work Life	☐ 64% of employees feel that they have the resources they need to do their job well ☐ 64% of employees feel that they can balance the demands of their work life with the demands of their personal life
Communications	☐ 61% of employees know how their work contributes to the department's priorities/purpose
Personal Growth (Training)	☐ 60% of employees feel that they have access to training opportunities
Leadership	☐ 65% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 67% of employees feel safe working in their jobs
Others	☐ 67% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 74% of employees feel that they have the required qualifications to meet the needs of their job
Benefits	☐ 65% of employees know who to contact regarding questions about their benefits coverage

Opportunities for Improvement

Retention	☐ 46% of employees would recommend the Government of Nova Scotia as one of the best places to work in the community ☐ On average, 48% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 33% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 41% of employees see a future for their career, working for the Government of Nova Scotia ☐ 36% of employees would stay with the Government of Nova Scotia, even if offered a similar job with slightly higher pay elsewhere in their community
Personal Growth	☐ 46% of employees feel that they are encouraged to share what they have learned with others in their workgroup ☐ 39% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia ☐ 49% of employees feel that they get the training and related support needed to meet the demands of their job
Leadership	☐ 46% of employees feel that their department leaders set a good example for employees ☐ 49% of employees have confidence in the leadership in their department ☐ 44% of employees feel that their supervisor manages conflict in their workgroup ☐ 32% of employees feel that senior management will try to resolve issues raised by employees in this survey
Other	☐ 33% of employees feel that hiring in the government of Nova Scotia is based on merit ☐ 46% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
Communications	☐ 48% of employees feel that their supervisor gives them feedback about their work performance ☐ 39% of employees participate in an annual performance appraisal/review with their supervisor
Compensation/ Recognition	☐ 44% of employees feel that they are compensated (salary and benefits) fairly for their job
Ethics	☐ 47% of employees feel that they can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	71.1	28.9	68.2	27.3	53.3	31.1
Female	72.6	25.5	67.6	29.5	57.1	33.3

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	68.8	29.0	67.0	30.8	52.2	33.7
Supervisory	82.8	17.2	75.9	20.7	58.6	34.5
Management	73.1	26.9	61.5	30.8	65.4	26.9

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	45.5	63.6	27.3	45.5	36.4
30 - 39	58.2	41.8	55.6	42.6	45.5	41.8
40 - 49	86.4	9.1	77.3	18.2	62.8	23.3
50 - 54	81.0	19.0	80.0	20.0	71.4	23.8
55 and over	78.9	21.1	73.7	21.1	63.2	36.8

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	60.0	30.0	60.0	30.0
2 - 5 years	71.9	28.1	75.0	25.0	43.8	37.5
6 - 10 years	69.0	28.6	65.9	26.8	64.3	26.2
11 - 20 years	71.8	25.6	61.5	35.9	59.0	35.9
> 20 years	78.6	21.4	74.1	25.9	51.9	33.3

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	67.3	32.7	62.5	33.3	57.1	32.7
TE - Technical	64.7	29.4	64.7	35.3	35.3	41.2
CR - Clerical	82.4	17.6	78.0	20.0	56.0	30.0
AS - Administrative Support	50.0	37.5	50.0	37.5	50.0	50.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	70.8	29.2	62.5	33.3	66.7	29.2

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	62.2	37.8	53.3	37.8	52.3	36.4
Female	63.5	31.7	66.0	27.4	50.9	36.8

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	58.7	35.9	59.1	32.3	47.8	35.9
Supervisory	69.0	31.0	62.1	31.0	37.9	51.7
Management	69.2	30.8	69.2	26.9	76.9	23.1

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	54.5	36.4	45.5	27.3	45.5
30 - 39	47.3	45.5	49.1	41.8	49.1	38.2
40 - 49	81.0	19.0	81.8	13.6	60.5	32.6
50 - 54	76.2	23.8	66.7	28.6	61.9	38.1
55 and over	63.2	31.6	63.2	31.6	42.1	36.8

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	70.0	20.0	60.0	20.0
2 - 5 years	50.0	43.8	46.9	40.6	25.0	56.3
6 - 10 years	70.7	26.8	66.7	26.2	64.3	26.2
11 - 20 years	59.0	35.9	64.1	30.8	60.5	34.2
> 20 years	70.4	29.6	67.9	28.6	46.4	39.3

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	60.4	37.5	59.2	34.7	49.0	38.8
TE - Technical	58.8	35.3	64.7	29.4	41.2	41.2
CR - Clerical	64.0	30.0	60.8	27.5	44.0	40.0
AS - Administrative Support	50.0	50.0	62.5	37.5	62.5	25.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	70.8	29.2	66.7	29.2	75.0	25.0

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	56.8	29.5	55.6	35.6	47.7	45.5	46.7	46.7	47.5	40.0	57.8	33.3	59.1	27.3
Female	51.0	43.1	64.2	31.1	57.5	38.7	52.0	41.2	39.2	51.0	60.0	32.4	58.7	31.7

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	48.3	41.6	59.1	34.4	53.8	44.1	52.7	41.8	37.9	50.6	58.7	33.7	57.6	30.4
Supervisory	42.9	50.0	55.2	34.5	41.4	44.8	33.3	59.3	33.3	55.6	44.8	37.9	48.1	37.0
Management	76.9	19.2	76.9	23.1	72.0	24.0	53.8	34.6	57.7	34.6	73.1	26.9	69.2	26.9

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	36.4	45.5	36.4	54.5	45.5	45.5	45.5	54.5	27.3	54.5	36.4	36.4	45.5
30 - 39	40.4	50.0	47.3	49.1	43.6	54.5	37.0	55.6	37.7	49.1	46.3	42.6	47.3	49.1
40 - 49	64.3	28.6	79.5	13.6	63.6	29.5	66.7	26.2	43.2	45.9	72.7	20.5	80.5	12.2
50 - 54	57.1	33.3	71.4	28.5	66.7	28.6	60.0	35.0	38.1	57.1	61.9	33.3	66.7	19.0
55 and over	57.9	42.1	63.2	31.6	55.6	33.3	42.1	52.6	47.4	47.4	68.4	26.3	52.6	21.1

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	10.0	60.0	40.0	60.0	40.0	60.0	30.0	55.6	22.2	60.0	30.0	50.0	40.0
2 - 5 years	32.3	61.3	59.4	34.4	43.8	50.0	46.9	43.8	32.3	51.6	53.1	40.6	50.0	43.8
6 - 10 years	62.5	27.5	64.3	26.2	52.4	38.1	46.3	46.3	37.5	55.0	56.1	29.3	61.9	23.8
11 - 20 years	66.7	30.8	61.5	35.9	65.8	34.2	57.9	39.5	54.1	37.8	71.8	25.6	63.2	31.6
> 20 years	38.5	53.8	60.7	32.1	53.6	42.9	46.2	46.2	36.0	56.0	53.6	39.3	61.5	19.2

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	47.8	45.7	55.1	38.8	42.9	44.9	37.5	58.3	33.3	60.0	57.1	30.6	57.1	36.7
TE - Technical	50.0	43.8	47.1	47.1	58.8	41.2	41.2	47.1	18.8	68.8	50.0	37.5	41.2	35.3
CR - Clerical	48.0	40.0	66.7	23.5	58.8	41.2	61.2	30.6	40.4	42.6	62.7	31.4	58.3	25.0
AS - Administrative Support	37.5	50.0	50.0	50.0	37.5	50.0	42.9	57.1	50.0	50.0	25.0	62.5	62.5	37.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	75.0	20.8	75.0	25.0	73.9	26.1	58.3	33.3	70.8	20.8	70.8	29.2	70.8	25.0

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	51.2	39.5	55.8	39.5
Female	59.0	37.0	49.0	38.8

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	59.1	37.5	51.2	39.5
Supervisory	38.5	50.0	50.0	34.6
Management	61.5	30.8	53.8	46.2

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	80.0	20.0	60.0	40.0
30 - 39	45.1	51.0	52.8	37.7
40 - 49	63.4	26.8	45.0	40.0
50 - 54	52.4	42.9	38.1	52.4
55 and over	63.2	31.6	68.8	25.0

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	90.0	10.0	60.0	30.0
2 - 5 years	44.8	51.7	46.7	43.3
6 - 10 years	52.5	32.5	48.7	41.0
11 - 20 years	59.5	37.8	52.6	36.8
> 20 years	59.3	40.7	54.2	37.5

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	51.1	40.4	54.2	37.5
TE - Technical	46.7	53.3	37.5	50.0
CR - Clerical	62.5	33.3	50.0	38.6
AS - Administrative Support	37.5	50.0	50.0	37.5
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	66.7	29.2	54.2	37.5

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	42.2	51.1	62.2	33.3	64.4	28.9
Female	58.1	30.5	65.1	33.0	64.8	31.4

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	53.3	39.1	65.6	33.3	67.4	29.3
Supervisory	62.1	24.1	62.1	31.0	62.1	34.5
Management	38.5	46.2	57.7	38.5	53.8	34.6

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	50.0	45.5	45.5	50.0	40.0
30 - 39	47.3	45.5	52.7	43.6	47.3	50.9
40 - 49	63.6	25.0	81.8	18.2	81.8	9.1
50 - 54	52.4	33.3	61.9	33.3	76.2	19.0
55 and over	52.6	36.8	68.4	31.6	68.4	31.6

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	55.6	44.4	60.0	40.0	55.6	44.4
2 - 5 years	46.9	37.5	56.3	40.6	62.5	31.3
6 - 10 years	61.9	33.3	64.3	33.3	71.4	23.8
11 - 20 years	48.7	35.9	71.8	25.6	53.8	38.5
> 20 years	53.6	39.3	64.3	32.1	75.0	25.0

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	46.9	38.8	59.2	36.7	61.2	34.7
TE - Technical	58.8	35.3	52.9	47.1	70.6	23.5
CR - Clerical	62.0	28.0	72.5	25.5	68.0	28.0
AS - Administrative Support	50.0	50.0	75.0	25.0	62.5	37.5
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	45.8	45.8	58.3	37.5	58.3	33.3

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	40.0	60.0	47.7	45.5	51.1	42.2
Female	45.7	50.5	58.1	35.2	62.5	36.5

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	45.2	51.6	56.4	37.2	61.3	36.6
Supervisory	41.4	55.2	46.4	42.9	50.0	46.4
Management	40.0	60.0	58.3	37.5	56.0	40.0

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	45.5	63.6	36.4	63.6	36.4
30 - 39	56.4	40.0	52.7	40.0	54.5	41.8
40 - 49	26.2	69.0	57.1	35.7	62.8	37.2
50 - 54	31.8	68.2	42.9	52.4	63.6	36.4
55 and over	57.9	42.1	68.4	21.1	52.9	35.3

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	30.0	70.0	77.8	22.2	80.0	20.0
2 - 5 years	50.0	46.9	46.9	40.6	53.1	40.6
6 - 10 years	58.5	34.1	61.9	31.0	63.4	36.6
11 - 20 years	37.5	62.5	51.3	43.6	62.5	37.5
> 20 years	29.6	70.4	51.9	44.4	46.2	46.2

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	47.9	50.0	40.8	46.9	52.1	41.7
TE - Technical	41.2	47.1	43.8	37.5	58.8	41.2
CR - Clerical	42.3	57.7	67.3	30.8	64.7	35.3
AS - Administrative Support	37.5	50.0	62.5	37.5	62.5	37.5
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	43.5	56.5	59.1	40.9	56.5	39.1

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.3	34.1	53.3	37.8	55.6	35.6	50.0	29.5	56.8	20.5	64.3	28.6
Female	54.5	41.6	64.7	28.4	67.6	25.5	55.0	28.0	68.6	18.6	70.2	26.0

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	51.7	41.6	59.3	31.9	63.7	28.6	53.3	28.9	62.6	19.8	65.2	28.1
Supervisory	55.2	37.9	60.7	35.7	60.7	32.1	48.1	37.0	60.7	25.0	72.4	24.1
Management	58.3	33.3	68.0	24.0	68.0	24.0	62.5	12.5	79.2	8.3	72.0	28.0

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	54.5	54.5	36.4	54.5	36.4	45.5	27.3	54.5	18.2	70.0	20.0
30 - 39	36.5	53.8	40.7	51.9	44.4	48.1	37.7	39.6	50.0	27.8	48.1	46.3
40 - 49	66.7	31.0	83.7	9.3	56.0	7.0	70.7	19.5	81.4	14.0	85.7	9.5
50 - 54	65.0	25.0	73.7	15.8	73.7	15.8	63.2	15.8	77.8	5.6	85.7	14.3
55 and over	63.2	26.3	57.9	36.8	63.2	31.6	52.6	31.6	63.2	21.1	66.7	27.8

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	40.0	70.0	30.0	80.0	20.0	50.0	50.0	55.6	44.4	80.0	10.0
2 - 5 years	45.2	45.2	51.6	35.5	51.6	38.7	48.4	32.3	58.1	22.6	51.6	41.9
6 - 10 years	45.0	40.0	51.2	36.6	58.5	29.3	42.5	30.0	51.2	24.4	73.2	17.1
11 - 20 years	54.1	43.2	69.2	25.6	69.2	23.1	62.2	21.6	79.5	7.7	68.4	31.6
> 20 years	74.1	25.9	73.1	26.9	73.1	26.9	65.4	23.1	76.9	15.4	76.9	23.1

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	38.8	55.1	47.9	45.8	47.9	43.8	37.5	43.8	50.0	33.3	60.9	37.0
TE - Technical	43.8	43.8	64.7	29.4	64.7	29.4	46.7	26.7	70.6	11.8	64.7	23.5
CR - Clerical	66.7	27.1	71.4	18.4	75.5	16.3	65.3	20.4	71.4	12.2	76.0	18.0
AS - Administrative Support	50.0	50.0	37.5	50.0	62.5	25.0	62.5	25.0	62.5	25.0	50.0	37.5
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	63.6	27.3	69.5	26.1	69.6	26.1	59.1	18.2	77.3	9.1	73.9	26.1

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	53.3	42.2	46.7	40.0	53.3	35.6	29.3	51.2	36.6	36.6
Female	71.4	28.6	47.6	40.8	49.0	40.4	55.0	35.0	36.6	48.4

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	68.1	31.9	50.0	35.9	51.6	38.7	53.4	37.5	38.0	46.8
Supervisory	60.7	39.3	46.4	46.4	46.4	35.7	42.3	42.3	37.0	29.6
Management	60.0	32.0	44.0	52.0	52.0	44.0	33.3	45.8	32.0	52.0

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	45.5	45.5	27.3	54.5	36.4	70.0	30.0	60.0	30.0
30 - 39	60.0	40.0	38.2	52.7	47.3	36.4	40.0	45.5	48.0	40.0
40 - 49	81.0	16.7	51.2	36.6	57.1	35.7	48.6	37.8	26.5	61.8
50 - 54	63.6	36.4	47.6	38.1	36.4	54.5	45.5	45.5	14.3	57.1
55 and over	57.9	36.8	63.2	26.3	55.6	38.9	56.3	25.0	38.9	22.2

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	80.0	20.0	60.0	10.0	70.0	30.0	44.4	44.4	55.6	33.3
2 - 5 years	62.5	37.5	43.8	43.8	50.0	31.3	46.7	50.0	27.6	58.6
6 - 10 years	69.0	31.0	45.2	40.5	43.9	41.5	51.2	34.1	40.5	37.8
11 - 20 years	65.0	32.5	48.7	41.0	52.5	40.0	44.7	36.8	43.2	45.9
> 20 years	61.5	34.6	48.0	48.0	50.0	46.2	47.8	39.1	22.7	40.9

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.2	38.8	40.8	44.9	51.0	38.8	44.7	42.6	40.0	42.2
TE - Technical	70.6	29.4	41.2	41.3	29.4	41.2	31.3	37.5	31.3	50.0
CR - Clerical	70.6	29.4	51.0	36.7	50.0	40.0	60.9	32.6	35.7	45.2
AS - Administrative Support	62.5	37.5	75.0	25.0	62.5	37.5	62.5	37.5	28.6	57.1
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	60.9	30.4	43.5	47.8	56.5	39.1	27.3	54.5	34.8	43.5

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	48.8	39.5	51.2	39.5	59.1	29.5	35.7	47.6	44.4	42.2
Female	67.0	32.1	46.2	37.5	59.6	29.8	41.9	51.4	50.9	41.5

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	59.8	35.9	40.7	38.5	56.0	30.8	45.1	46.2	48.9	42.6
Supervisory	64.3	32.1	50.0	46.4	64.3	35.7	25.9	66.7	50.0	42.9
Management	61.5	34.6	68.0	28.0	65.4	23.1	34.6	50.0	42.3	42.3

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	63.6	36.4	40.0	40.0	44.4	44.4	54.5	45.5	54.5	36.4
30 - 39	50.0	42.6	32.7	49.1	40.0	43.6	49.1	39.6	41.8	47.3
40 - 49	71.4	28.6	61.0	24.4	76.2	16.7	29.3	63.4	60.5	30.2
50 - 54	59.1	36.4	61.9	33.3	68.2	27.3	27.3	63.6	40.9	50.0
55 and over	73.7	21.1	52.6	36.8	73.7	15.8	42.1	42.1	47.4	47.4

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	77.8	11.1	70.0	10.0	70.0	10.0	33.3	44.4	80.0	20.0
2 - 5 years	59.4	40.6	31.3	53.1	50.0	33.3	48.4	45.2	40.6	46.9
6 - 10 years	59.5	33.3	55.0	30.0	56.1	29.3	45.0	45.0	47.6	33.3
11 - 20 years	61.5	38.5	51.3	41.0	62.5	32.5	37.5	55.0	47.5	47.5
> 20 years	63.0	29.6	42.3	38.5	66.7	29.6	29.6	59.3	51.9	48.1

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	49.0	46.9	53.1	38.8	50.0	41.7	27.7	63.8	36.7	53.1
TE - Technical	64.7	23.5	35.3	35.3	58.8	17.6	41.2	47.1	41.2	35.3
CR - Clerical	69.4	28.6	41.7	39.6	63.3	26.5	48.0	44.0	60.8	35.3
AS - Administrative Support	62.5	37.5	37.5	50.0	50.0	37.5	37.5	62.5	50.0	50.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	66.7	29.2	60.9	34.8	70.8	20.8	45.8	37.5	54.2	37.5

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.3	31.8	55.6	20.0	52.3	31.8
Female	51.0	33.3	61.8	30.4	54.0	28.0

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	53.9	32.6	58.7	29.3	52.2	32.2
Supervisory	50.0	28.6	50.0	26.9	46.2	23.1
Management	46.2	38.5	69.2	23.1	64.0	24.0

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	50.0	40.0	50.0	40.0	50.0
30 - 39	40.0	38.2	47.3	38.2	45.5	34.5
40 - 49	70.0	20.0	78.0	12.2	65.0	12.5
50 - 54	47.6	38.1	63.6	22.7	50.0	36.4
55 and over	52.6	31.6	61.1	22.2	62.5	31.3

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	30.0	40.0	40.0	50.0	20.0
2 - 5 years	41.9	38.7	50.0	26.7	45.2	32.3
6 - 10 years	48.8	31.7	70.0	22.5	59.0	25.6
11 - 20 years	50.0	39.5	65.0	27.5	58.0	28.9
> 20 years	69.2	19.2	55.6	29.6	50.0	34.6

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	39.6	37.5	59.6	29.8	43.5	37.0
TE - Technical	62.5	25.0	52.9	29.4	60.0	26.7
CR - Clerical	58.3	31.3	57.1	26.5	55.1	26.5
AS - Administrative Support	50.0	37.5	62.5	25.0	50.0	25.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	54.2	29.2	66.7	25.0	66.7	20.8

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	55.6	33.3	63.6	25.0	54.8	38.1	37.2	60.5
Female	60.7	34.6	69.2	27.1	63.4	26.7	62.7	34.3

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	57.4	36.2	65.6	30.1	57.6	31.8	54.5	42.0
Supervisory	58.6	27.6	69.0	20.7	65.5	27.6	53.6	46.4
Management	61.5	38.5	69.2	23.1	65.4	30.8	57.7	38.5

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	45.5	50.0	50.0	55.6	44.4	36.4	54.5
30 - 39	52.7	40.0	56.4	34.5	55.6	38.9	48.1	50.0
40 - 49	68.2	22.7	86.4	11.4	68.4	10.5	70.7	24.4
50 - 54	50.0	45.5	59.1	27.3	63.6	31.8	52.4	47.6
55 and over	73.7	26.3	73.7	26.3	57.9	36.8	52.9	47.1

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	30.0	80.0	20.0	55.6	22.2	40.0	40.0
2 - 5 years	56.3	34.4	61.3	29.0	66.7	30.0	48.3	48.3
6 - 10 years	66.7	23.8	71.4	19.0	64.1	25.6	48.8	51.2
11 - 20 years	55.0	42.5	67.5	30.0	55.3	31.6	71.1	26.3
> 20 years	60.7	39.3	64.3	32.1	59.3	37.0	55.6	44.4

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	53.1	36.7	61.2	28.6	56.5	32.6	51.1	48.9
TE - Technical	58.8	29.4	70.6	29.4	62.5	25.0	37.5	50.0
CR - Clerical	59.6	34.6	70.6	25.5	57.4	31.9	68.8	31.3
AS - Administrative Support	62.5	37.5	62.5	37.5	62.5	37.5	37.5	62.5
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	66.7	33.3	70.8	20.8	70.8	25.0	54.2	41.7

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	45.5	29.5	53.8	30.8	42.9	42.8	37.2	37.2	43.9	39.0
Female	46.7	40.2	64.6	29.3	47.9	43.8	48.5	42.3	38.3	51.1

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	51.1	35.1	64.9	31.1	48.5	40.9	47.1	35.3	41.5	43.9
Supervisory	48.3	31.0	54.5	22.7	55.0	35.0	38.5	46.2	53.8	42.3
Management	28.0	48.0	56.5	34.8	30.0	65.0	38.5	57.7	20.8	62.5

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	36.4	54.5	57.1	42.9	44.4	57.2	66.7	33.3	30.0	50.0
30 - 39	50.9	36.4	44.4	46.7	35.7	50.0	40.7	38.9	42.0	46.0
40 - 49	36.4	38.6	80.0	8.6	64.5	22.6	47.4	39.5	34.2	55.3
50 - 54	45.5	40.9	62.5	37.5	36.9	57.1	38.1	52.4	42.1	47.4
55 and over	61.1	22.2	64.7	17.6	42.9	55.6	47.1	41.2	47.1	35.3

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	40.0	71.4	28.6	33.4	50.0	44.4	44.4	33.3	44.4
2 - 5 years	43.8	40.6	61.5	26.9	47.8	43.5	40.0	33.3	37.9	48.3
6 - 10 years	50.0	28.6	59.4	31.3	48.4	38.7	51.3	33.3	40.5	51.4
11 - 20 years	38.5	46.2	51.5	42.4	40.0	50.0	36.8	52.6	29.4	52.9
> 20 years	53.6	32.1	73.9	13.0	55.5	38.9	54.2	41.7	57.7	34.6

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	46.9	34.7	53.7	36.6	41.6	50.0	40.0	46.7	30.4	58.7
TE - Technical	35.3	41.2	61.5	30.8	53.9	38.5	33.3	33.3	50.0	50.0
CR - Clerical	57.7	30.8	72.5	22.5	53.0	35.3	44.7	40.4	47.7	34.1
AS - Administrative Support	37.5	50.0	50.0	33.3	33.3	50.0	71.4	28.6	50.0	50.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	30.4	52.2	60.0	30.0	42.2	47.3	54.2	41.7	31.8	50.0

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	29.5	63.6	62.8	27.9	72.7	27.3	52.5	37.5
Female	36.3	51.0	71.4	26.7	76.4	23.6	53.3	31.5

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	37.4	52.7	65.9	29.7	72.0	28.0	52.5	36.3
Supervisory	30.8	61.5	71.4	25.0	78.6	21.4	45.8	29.2
Management	23.1	61.5	73.1	23.1	80.8	19.2	60.0	32.0

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	36.4	60.0	40.0	63.6	36.4	62.5	25.0
30 - 39	32.7	58.2	51.9	44.4	54.4	45.5	46.8	44.7
40 - 49	31.6	55.3	90.5	4.8	100.0	0.0	55.3	23.7
50 - 54	22.7	68.2	72.7	22.7	86.4	13.6	47.6	42.9
55 and over	47.4	36.8	68.4	26.3	73.7	26.3	64.7	17.6

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	44.4	44.4	80.0	20.0	80.0	20.0	77.8	22.2
2 - 5 years	25.8	67.7	63.3	33.3	71.9	28.1	38.5	42.3
6 - 10 years	35.7	50.0	69.0	21.4	76.2	23.8	55.3	34.2
11 - 20 years	38.5	48.7	71.8	28.2	74.4	25.6	55.6	38.9
> 20 years	32.0	60.0	66.7	29.6	77.8	22.2	52.2	17.4

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	34.7	55.1	67.3	30.6	71.4	28.6	43.2	34.1
TE - Technical	37.5	50.0	64.7	29.4	70.6	29.4	38.5	53.8
CR - Clerical	29.8	55.3	75.5	20.4	80.0	20.0	57.8	31.1
AS - Administrative Support	50.0	37.5	37.5	50.0	62.5	37.5	60.0	40.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	33.3	62.5	70.8	24.0	79.2	20.8	66.7	25.0

Responses by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	15	12	Not Important	9	6	6
Somewhat Disagree	18	12	13	Somewhat Important	25	16	12
Neither Agree or Disagree	2	1	2	Important	22	15	14
Somewhat Agree	33	22	25	Very Important	65	43	45
Strongly Agree	76	50	47	Critical	27	18	21
Non-Response/Unsure	1	1	1	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	15	11	Not Important	15	10	7
Somewhat Disagree	21	14	16	Somewhat Important	18	12	12
Neither Agree or Disagree	5	3	4	Important	26	17	15
Somewhat Agree	44	29	30	Very Important	54	36	41
Strongly Agree	57	38	37	Critical	35	23	22
Non-Response/Unsure	3	2	2	Non-Response/Unsure	4	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	13	12	Not Important	10	7	5
Somewhat Disagree	30	20	17	Somewhat Important	30	20	17
Neither Agree or Disagree	17	11	13	Important	42	28	27
Somewhat Agree	50	33	32	Very Important	49	32	34
Strongly Agree	34	22	23	Critical	17	11	12
Non-Response/Unsure	2	1	5	Non-Response/Unsure	4	3	5
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	25	16	14	Not Important	14	9	5
Somewhat Disagree	25	16	17	Somewhat Important	25	16	13
Neither Agree or Disagree	5	3	6	Important	18	12	21
Somewhat Agree	40	26	34	Very Important	59	39	44
Strongly Agree	54	36	28	Critical	32	21	14
Non-Response/Unsure	3	2	1	Non-Response/Unsure	4	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	20	14	Not Important	11	7	4
Somewhat Disagree	16	11	13	Somewhat Important	20	13	14
Neither Agree or Disagree	11	7	6	Important	31	20	23
Somewhat Agree	23	15	29	Very Important	58	38	45
Strongly Agree	71	47	36	Critical	27	18	11
Non-Response/Unsure	1	1	2	Non-Response/Unsure	5	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	17	17	Not Important	7	5	4
Somewhat Disagree	29	19	19	Somewhat Important	33	22	17
Neither Agree or Disagree	18	12	11	Important	45	30	32
Somewhat Agree	46	30	30	Very Important	46	30	35
Strongly Agree	31	20	21	Critical	16	11	9
Non-Response/Unsure	2	1	2	Non-Response/Unsure	5	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	25	22	Not Important	7	5	6
Somewhat Disagree	19	13	13	Somewhat Important	31	20	22
Neither Agree or Disagree	12	8	10	Important	50	33	36
Somewhat Agree	28	18	21	Very Important	45	30	27
Strongly Agree	49	32	28	Critical	14	9	7
Non-Response/Unsure	6	4	7	Non-Response/Unsure	5	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	18	12	Not Important	14	9	5
Somewhat Disagree	21	14	13	Somewhat Important	19	13	16
Neither Agree or Disagree	9	6	8	Important	40	26	32
Somewhat Agree	26	17	27	Very Important	62	41	36
Strongly Agree	67	44	38	Critical	14	9	10
Non-Response/Unsure	1	1	3	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	17	10	Not Important	18	12	7
Somewhat Disagree	35	23	21	Somewhat Important	18	12	11
Neither Agree or Disagree	7	5	8	Important	25	16	21
Somewhat Agree	49	32	36	Very Important	55	36	39
Strongly Agree	33	22	24	Critical	31	20	19
Non-Response/Unsure	2	1	2	Non-Response/Unsure	5	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	23	15	Not Important	18	12	6
Somewhat Disagree	28	18	17	Somewhat Important	18	12	13
Neither Agree or Disagree	10	7	8	Important	32	21	22
Somewhat Agree	40	26	27	Very Important	56	37	41
Strongly Agree	34	22	32	Critical	23	15	15
Non-Response/Unsure	5	3	2	Non-Response/Unsure	5	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	50	33	25	Not Important	12	8	8
Somewhat Disagree	18	12	11	Somewhat Important	32	21	16
Neither Agree or Disagree	15	10	8	Important	35	23	23
Somewhat Agree	19	13	15	Very Important	43	28	36
Strongly Agree	40	26	38	Critical	21	14	14
Non-Response/Unsure	10	7	4	Non-Response/Unsure	9	6	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	17	11	12	Not Important	11	7	5
Somewhat Disagree	32	21	20	Somewhat Important	24	16	13
Neither Agree or Disagree	12	8	9	Important	36	24	26
Somewhat Agree	55	36	33	Very Important	61	40	40
Strongly Agree	34	22	24	Critical	16	11	14
Non-Response/Unsure	2	1	3	Non-Response/Unsure	4	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	13	9	Not Important	9	6	5
Somewhat Disagree	25	16	16	Somewhat Important	24	16	14
Neither Agree or Disagree	16	11	9	Important	34	22	28
Somewhat Agree	40	26	33	Very Important	61	40	38
Strongly Agree	47	31	30	Critical	19	13	13
Non-Response/Unsure	4	3	3	Non-Response/Unsure	5	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	13	12	Not Important	13	9	5
Somewhat Disagree	35	23	17	Somewhat Important	19	13	13
Neither Agree or Disagree	8	5	9	Important	38	25	28
Somewhat Agree	34	22	29	Very Important	59	39	38
Strongly Agree	47	31	30	Critical	19	13	14
Non-Response/Unsure	9	6	3	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	31	20	18	Not Important	14	9	6
Somewhat Disagree	24	16	17	Somewhat Important	17	11	12
Neither Agree or Disagree	14	9	13	Important	32	21	22
Somewhat Agree	31	20	21	Very Important	58	38	38
Strongly Agree	41	27	25	Critical	27	18	20
Non-Response/Unsure	11	7	6	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	18	15	Not Important	13	9	7
Somewhat Disagree	28	18	16	Somewhat Important	22	15	12
Neither Agree or Disagree	15	10	14	Important	37	24	18
Somewhat Agree	42	28	25	Very Important	49	32	41
Strongly Agree	38	25	28	Critical	28	18	20
Non-Response/Unsure	2	1	2	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	13	11	Not Important	21	14	8
Somewhat Disagree	30	20	20	Somewhat Important	15	10	10
Neither Agree or Disagree	4	3	6	Important	17	11	14
Somewhat Agree	51	34	33	Very Important	62	41	44
Strongly Agree	46	30	30	Critical	35	23	24
Non-Response/Unsure	1	1	1	Non-Response/Unsure	2	1	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	13	11	Not Important	12	8	8
Somewhat Disagree	26	17	14	Somewhat Important	23	15	10
Neither Agree or Disagree	7	5	6	Important	24	16	14
Somewhat Agree	41	27	27	Very Important	63	41	43
Strongly Agree	56	37	41	Critical	26	17	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	22	21	Not Important	20	13	6
Somewhat Disagree	47	31	25	Somewhat Important	18	12	11
Neither Agree or Disagree	4	3	5	Important	19	13	14
Somewhat Agree	45	30	31	Very Important	62	41	47
Strongly Agree	21	14	17	Critical	30	20	21
Non-Response/Unsure	2	1	1	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	18	15	Not Important	14	9	6
Somewhat Disagree	30	20	21	Somewhat Important	17	11	12
Neither Agree or Disagree	10	7	9	Important	26	17	18
Somewhat Agree	49	32	31	Very Important	62	41	47
Strongly Agree	33	22	22	Critical	29	19	16
Non-Response/Unsure	3	2	2	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	26	15	Not Important	10	7	4
Somewhat Disagree	18	12	16	Somewhat Important	25	16	13
Neither Agree or Disagree	4	3	10	Important	31	20	22
Somewhat Agree	49	32	28	Very Important	58	38	44
Strongly Agree	39	26	29	Critical	25	16	13
Non-Response/Unsure	3	2	2	Non-Response/Unsure	3	2	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	21	14	9	Not Important	26	17	8
Somewhat Disagree	36	24	16	Somewhat Important	23	15	13
Neither Agree or Disagree	10	7	9	Important	41	27	29
Somewhat Agree	41	27	32	Very Important	48	32	39
Strongly Agree	37	24	30	Critical	8	5	8
Non-Response/Unsure	7	5	4	Non-Response/Unsure	6	4	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	17	10	Not Important	15	10	5
Somewhat Disagree	20	13	13	Somewhat Important	27	18	11
Neither Agree or Disagree	11	7	7	Important	44	29	30
Somewhat Agree	43	28	29	Very Important	48	32	41
Strongly Agree	47	31	38	Critical	11	7	9
Non-Response/Unsure	5	3	4	Non-Response/Unsure	7	5	4
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	21	14	8	Not Important	9	6	3
Somewhat Disagree	21	14	12	Somewhat Important	22	15	12
Neither Agree or Disagree	11	7	7	Important	54	36	34
Somewhat Agree	35	23	27	Very Important	51	34	40
Strongly Agree	59	39	42	Critical	10	7	9
Non-Response/Unsure	5	3	4	Non-Response/Unsure	6	4	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	7	6	Not Important	11	7	4
Somewhat Disagree	31	20	18	Somewhat Important	26	17	14
Neither Agree or Disagree	26	17	15	Important	55	36	34
Somewhat Agree	44	29	29	Very Important	45	30	37
Strongly Agree	33	22	27	Critical	9	6	8
Non-Response/Unsure	8	5	4	Non-Response/Unsure	6	4	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

DENTAL CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	3	4	Not Important	10	7	4
Somewhat Disagree	23	15	12	Somewhat Important	22	15	12
Neither Agree or Disagree	23	15	13	Important	51	34	32
Somewhat Agree	45	30	29	Very Important	51	34	38
Strongly Agree	50	33	38	Critical	8	5	8
Non-Response/Unsure	6	4	4	Non-Response/Unsure	10	7	5
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	15	12	Not Important	7	5	3
Somewhat Disagree	16	11	15	Somewhat Important	24	16	12
Neither Agree or Disagree	7	5	6	Important	51	34	32
Somewhat Agree	37	24	23	Very Important	56	37	40
Strongly Agree	63	41	39	Critical	10	7	9
Non-Response/Unsure	6	4	6	Non-Response/Unsure	4	3	4
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	21	15	Not Important	16	11	6
Somewhat Disagree	17	11	12	Somewhat Important	20	13	11
Neither Agree or Disagree	2	1	4	Important	20	13	13
Somewhat Agree	41	27	23	Very Important	63	41	48
Strongly Agree	58	38	46	Critical	30	20	19
Non-Response/Unsure	2	1	1	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	25	16	17	Not Important	18	12	6
Somewhat Disagree	35	23	18	Somewhat Important	20	13	11
Neither Agree or Disagree	18	12	15	Important	21	14	20
Somewhat Agree	37	24	24	Very Important	57	38	42
Strongly Agree	33	22	22	Critical	33	22	19
Non-Response/Unsure	4	3	3	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	15	18	Not Important	13	9	6
Somewhat Disagree	35	23	20	Somewhat Important	20	13	11
Neither Agree or Disagree	16	11	13	Important	32	21	17
Somewhat Agree	41	27	26	Very Important	51	34	42
Strongly Agree	34	22	22	Critical	32	21	22
Non-Response/Unsure	3	2	2	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	18	17	Not Important	13	9	5
Somewhat Disagree	29	19	17	Somewhat Important	17	11	12
Neither Agree or Disagree	18	12	15	Important	41	27	21
Somewhat Agree	40	26	25	Very Important	52	34	43
Strongly Agree	27	18	22	Critical	25	16	17
Non-Response/Unsure	11	7	4	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	15	20	Not Important	13	9	6
Somewhat Disagree	37	24	19	Somewhat Important	17	11	11
Neither Agree or Disagree	25	16	17	Important	33	22	20
Somewhat Agree	34	22	21	Very Important	49	32	39
Strongly Agree	15	10	15	Critical	36	24	21
Non-Response/Unsure	18	12	8	Non-Response/Unsure	4	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	13	12	Not Important	7	5	5
Somewhat Disagree	31	20	16	Somewhat Important	27	18	13
Neither Agree or Disagree	6	4	5	Important	33	22	21
Somewhat Agree	49	32	31	Very Important	64	42	46
Strongly Agree	43	28	35	Critical	18	12	14
Non-Response/Unsure	3	2	1	Non-Response/Unsure	3	2	1
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	16	11	11	Not Important	6	4	3
Somewhat Disagree	40	26	16	Somewhat Important	26	17	17
Neither Agree or Disagree	21	14	16	Important	62	41	36
Somewhat Agree	39	26	29	Very Important	49	32	37
Strongly Agree	31	20	27	Critical	5	3	6
Non-Response/Unsure	5	3	2	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	13	10	Not Important	7	5	4
Somewhat Disagree	25	16	11	Somewhat Important	23	15	13
Neither Agree or Disagree	16	11	8	Important	48	32	28
Somewhat Agree	35	23	28	Very Important	63	41	44
Strongly Agree	53	35	41	Critical	8	5	10
Non-Response/Unsure	4	3	2	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	19	23	Not Important	10	7	7
Somewhat Disagree	45	30	20	Somewhat Important	28	18	14
Neither Agree or Disagree	14	9	14	Important	35	23	26
Somewhat Agree	40	26	24	Very Important	55	36	39
Strongly Agree	19	13	14	Critical	21	14	13
Non-Response/Unsure	5	3	5	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	13	11	Not Important	8	5	5
Somewhat Disagree	44	29	20	Somewhat Important	24	16	12
Neither Agree or Disagree	14	9	10	Important	32	21	22
Somewhat Agree	47	31	33	Very Important	63	41	43
Strongly Agree	27	18	25	Critical	22	15	16
Non-Response/Unsure	1	1	1	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	17	11	9	Not Important	8	5	5
Somewhat Disagree	31	20	15	Somewhat Important	29	19	16
Neither Agree or Disagree	23	15	20	Important	49	32	34
Somewhat Agree	39	26	30	Very Important	51	34	34
Strongly Agree	36	24	20	Critical	11	7	10
Non-Response/Unsure	6	4	6	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	9	9	Not Important	10	7	4
Somewhat Disagree	27	18	16	Somewhat Important	19	13	13
Neither Agree or Disagree	19	13	13	Important	43	28	29
Somewhat Agree	41	27	29	Very Important	61	40	40
Strongly Agree	47	31	30	Critical	16	11	13
Non-Response/Unsure	5	3	3	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	8	8	Not Important	8	5	4
Somewhat Disagree	30	20	13	Somewhat Important	24	16	14
Neither Agree or Disagree	25	16	25	Important	49	32	33
Somewhat Agree	36	24	26	Very Important	51	34	36
Strongly Agree	41	27	21	Critical	16	11	10
Non-Response/Unsure	8	5	8	Non-Response/Unsure	4	3	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	13	10	Not Important	13	9	7
Somewhat Disagree	32	21	14	Somewhat Important	20	13	9
Neither Agree or Disagree	10	7	5	Important	36	24	17
Somewhat Agree	44	29	29	Very Important	50	33	41
Strongly Agree	46	30	40	Critical	32	21	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	1	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	18	12	12	Not Important	12	8	6
Somewhat Disagree	22	15	12	Somewhat Important	19	13	9
Neither Agree or Disagree	9	6	5	Important	38	25	17
Somewhat Agree	41	27	24	Very Important	51	34	42
Strongly Agree	61	40	47	Critical	31	20	24
Non-Response/Unsure	1	1	1	Non-Response/Unsure	1	1	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	24	16	12	Not Important	16	11	7
Somewhat Disagree	19	13	11	Somewhat Important	15	10	9
Neither Agree or Disagree	13	9	10	Important	33	22	17
Somewhat Agree	28	18	19	Very Important	51	34	41
Strongly Agree	59	39	42	Critical	35	23	23
Non-Response/Unsure	9	6	6	Non-Response/Unsure	2	1	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	22	15	Not Important	5	3	4
Somewhat Disagree	28	18	7	Somewhat Important	30	20	13
Neither Agree or Disagree	4	3	3	Important	58	38	28
Somewhat Agree	29	19	14	Very Important	40	26	40
Strongly Agree	51	34	56	Critical	16	11	14
Non-Response/Unsure	7	5	5	Non-Response/Unsure	3	2	2
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	13	12	Not Important	9	6	5
Somewhat Disagree	36	24	20	Somewhat Important	30	20	16
Neither Agree or Disagree	25	16	15	Important	55	36	33
Somewhat Agree	53	35	31	Very Important	43	28	35
Strongly Agree	17	11	19	Critical	9	6	6
Non-Response/Unsure	1	1	2	Non-Response/Unsure	6	4	5
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	18	15	Not Important	18	12	8
Somewhat Disagree	8	5	6	Somewhat Important	22	15	12
Neither Agree or Disagree	11	7	8	Important	38	25	20
Somewhat Agree	25	16	11	Very Important	38	25	28
Strongly Agree	49	32	33	Critical	15	10	10
Non-Response/Unsure	31	20	27	Non-Response/Unsure	21	14	22
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

THE NEXT TEN YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	19	16	Not Important	20	13	10
Somewhat Disagree	18	12	6	Somewhat Important	24	16	12
Neither Agree or Disagree	11	7	9	Important	35	23	21
Somewhat Agree	17	11	11	Very Important	37	24	29
Strongly Agree	33	22	33	Critical	11	7	12
Non-Response/Unsure	44	29	26	Non-Response/Unsure	25	16	17
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	13	15	Not Important	14	9	9
Somewhat Disagree	38	25	14	Somewhat Important	25	16	13
Neither Agree or Disagree	20	13	16	Important	42	28	23
Somewhat Agree	31	20	22	Very Important	48	32	39
Strongly Agree	32	21	27	Critical	16	11	12
Non-Response/Unsure	12	8	7	Non-Response/Unsure	7	5	4
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	22	18	Not Important	12	8	6
Somewhat Disagree	30	20	14	Somewhat Important	26	17	15
Neither Agree or Disagree	17	11	13	Important	51	34	29
Somewhat Agree	19	13	17	Very Important	47	31	37
Strongly Agree	35	23	28	Critical	11	7	9
Non-Response/Unsure	17	11	10	Non-Response/Unsure	5	3	4
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	23	19	Not Important	18	12	7
Somewhat Disagree	45	30	21	Somewhat Important	17	11	12
Neither Agree or Disagree	16	11	15	Important	30	20	19
Somewhat Agree	32	21	25	Very Important	51	34	41
Strongly Agree	18	12	14	Critical	30	20	19
Non-Response/Unsure	6	4	7	Non-Response/Unsure	6	4	4
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	18	14	Not Important	12	8	4
Somewhat Disagree	12	8	9	Somewhat Important	21	14	12
Neither Agree or Disagree	6	4	4	Important	35	23	22
Somewhat Agree	24	16	19	Very Important	64	42	47
Strongly Agree	78	51	53	Critical	16	11	13
Non-Response/Unsure	4	3	2	Non-Response/Unsure	4	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	21	15	Not Important	15	10	7
Somewhat Disagree	5	3	4	Somewhat Important	17	11	10
Neither Agree or Disagree	0	0	2	Important	24	16	13
Somewhat Agree	9	6	9	Very Important	60	40	48
Strongly Agree	104	68	69	Critical	32	21	20
Non-Response/Unsure	2	1	1	Non-Response/Unsure	4	3	3
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	9	12	Not Important	8	5	5
Somewhat Disagree	30	20	15	Somewhat Important	24	16	13
Neither Agree or Disagree	18	12	16	Important	42	28	25
Somewhat Agree	41	27	25	Very Important	57	38	42
Strongly Agree	29	19	21	Critical	15	10	12
Non-Response/Unsure	20	13	11	Non-Response/Unsure	6	4	4
TOTAL	**152**	**100**	**100**	**TOTAL**	**152**	**100**	**100**

Environment and Labour

Results for the Department of Environment and Labour are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, retention, merit, opportunities for career advancement, and department leadership.

Further details regarding overall results for the Department of Environment and Labour are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Communications	☐ 61% of employees know how their work contributes to the department's priorities/purpose ☐ 66% of employees feel that they know where to get information within the Government of Nova Scotia in order to do their job well.
Leadership	☐ 65% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 67% of employees feel that their department creates a safe work environment ☐ 68% of employees feel safe working in their jobs ☐ 71% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 60% of employees feel that they have a good understanding of their benefits coverage
Quality of Work Life	☐ 63% of employees feel that they have the resources to do their job well ☐ 67% of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 68% of employees feel that they have access to training opportunities ☐ 71% of employees feel that they can apply what they've learned in training to their jobs
Employee Involvement	☐ 61% of employees feel that they can provide input on decisions that affect their job ☐ 61% of employees feel that their supervisor considers their work-related ideas
Teamwork	☐ 69% of employees feel that coworkers make an effort to help each other ☐ 63% of employees feel that they work as part of a team
Others	☐ 72% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 74% of employees feel that they have the required qualifications to meet the needs of their job

Opportunities for Improvement

Retention	☐ 46% of employees would recommend the Government of Nova Scotia as one of the best places to work in the community ☐ On average, 44% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 45% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 49% of employees see a future for their career, working for the Government of Nova Scotia ☐ 43% of employees would stay with the Government of Nova Scotia even if offered a similar job with slightly higher pay elsewhere in their community
Personal Growth	☐ 39% of employees feel that they have opportunities for career advancement within the government of Nova Scotia
Leadership	☐ 43% of employees feel that their department leaders set a good example for employees ☐ 47% of employees have confidence in the leadership in their department ☐ 47% of employees feel that their supervisor manages conflict in their workgroup ☐ 31% of employees feel that senior management will try to resolve issues raised by employees in this survey
Compensation/ Recognition	☐ 45% of employees feel that they are compensated (salary and benefits) fairly for their job
Diversity	☐ 45% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 41% of employees feel that their department values diversity
Other	☐ 36% of employees feel that hiring in the Government of Nova Scotia is based on merit ☐ 46% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
Ethics	☐ 40% of employees feel that they can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal
Communications	☐ 45% of employees received communications about their department's business plan in the past 12 months

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	70.9	27.8	66.2	31.8	53.9	34.4
Female	66.4	31.9	65.3	32.2	57.1	35.3

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	69.6	29.4	65.1	32.3	55.5	32.5
Supervisory	70.0	26.7	63.3	36.7	51.7	44.8
Management	66.7	31.4	68.8	29.4	58.8	35.3

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	78.9	21.1	73.7	21.1	72.2	0.0
30 - 39	54.8	44.0	52.4	43.9	46.4	44.0
40 - 49	82.4	14.3	77.5	21.3	64.8	27.3
50 - 54	61.5	38.5	63.5	36.5	50.9	39.6
55 and over	72.7	27.3	62.5	34.4	50.0	43.8

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	75.0	25.0	70.8	20.8	62.5	16.7
2 - 5 years	62.2	35.6	62.2	35.6	60.6	27.9
6 - 10 years	67.3	32.7	62.5	37.5	54.2	37.5
11 - 20 years	77.4	21.4	74.1	23.5	57.8	36.1
> 20 years	63.6	33.8	59.2	39.5	49.4	40.3

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	72.9	27.1	68.7	26.9	60.9	33.3
TE - Technical	67.7	30.2	62.1	36.8	56.4	30.9
CR - Clerical	67.3	30.6	63.3	36.7	48.0	38.0
AS - Administrative Support	40.0	60.0	40.0	40.0	25.0	75.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	69.1	29.1	70.4	27.8	55.6	37.0

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	61.4	32.3	62.2	29.5	58.7	29.0
Female	61.7	34.2	61.7	35.8	47.9	38.7

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	59.8	33.0	60.1	33.7	51.0	32.8
Supervisory	56.7	43.3	66.7	30.0	58.6	41.4
Management	68.6	29.4	66.0	28.0	60.0	32.0

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	89.5	10.5	73.7	15.8	47.4	10.5
30 - 39	50.0	41.7	53.0	43.4	42.0	43.2
40 - 49	70.7	23.9	75.0	20.7	67.0	25.3
50 - 54	51.9	46.2	58.5	35.8	52.8	37.7
55 and over	60.6	33.3	45.2	41.9	50.0	40.6

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.8	25.0	70.8	29.2	52.2	21.7
2 - 5 years	62.2	31.1	57.8	35.6	42.2	40.0
6 - 10 years	58.0	38.0	62.0	32.0	54.0	38.0
11 - 20 years	64.3	31.0	69.1	27.2	61.3	31.3
> 20 years	55.8	37.7	53.8	37.2	52.6	33.3

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.0	29.6	62.0	33.8	58.8	29.4
TE - Technical	59.4	34.4	63.2	29.5	54.7	31.6
CR - Clerical	65.3	30.6	61.2	34.7	46.0	34.0
AS - Administrative Support	40.0	60.0	20.0	80.0	20.0	80.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.6	34.5	63.0	29.6	57.4	35.2

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	48.3	38.5	57.4	28.4	57.3	35.0	59.2	33.8	61.4	32.0	52.6	37.8	61.1	27.5
Female	49.1	43.0	68.3	25.0	59.5	35.5	53.7	39.7	51.7	42.4	52.9	41.2	72.5	22.5

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	44.1	40.7	61.5	27.1	57.7	35.1	57.2	33.5	52.9	38.5	49.5	41.7	64.8	27.5
Supervisory	46.4	50.0	65.5	27.6	43.3	50.0	46.7	53.3	53.3	43.3	51.7	44.8	66.7	23.3
Management	68.0	32.0	60.8	27.5	68.6	27.5	60.8	37.3	72.0	28.0	66.7	29.4	72.5	17.6

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	41.2	23.5	57.9	21.1	68.4	15.8	57.9	21.1	41.2	29.4	63.2	21.1	63.2	31.6
30 - 39	39.2	50.6	50.0	36.9	48.8	44.0	48.2	43.4	43.9	47.5	48.8	46.4	56.0	34.5
40 - 49	59.0	34.9	79.1	12.1	64.1	27.2	66.3	29.3	67.8	28.9	60.2	33.0	76.9	16.5
50 - 54	56.0	34.0	57.7	38.5	59.6	36.5	58.5	37.7	58.5	37.7	47.2	47.2	65.4	21.2
55 and over	41.9	45.2	58.1	29.0	57.6	42.4	51.5	42.4	65.6	34.4	45.5	39.4	63.6	30.3

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	36.4	36.4	58.3	29.2	70.8	16.7	58.3	20.8	43.5	34.8	68.2	22.7	52.2	34.8
2 - 5 years	50.0	33.3	55.6	28.9	46.7	44.4	53.3	40.0	56.1	39.0	57.8	35.6	57.8	40.0
6 - 10 years	48.9	46.7	68.0	28.0	58.0	34.0	66.0	28.0	63.3	32.7	46.0	46.0	70.0	24.0
11 - 20 years	53.8	39.7	65.5	25.0	61.9	32.1	61.4	33.7	63.4	32.9	56.0	35.7	74.7	14.5
> 20 years	47.2	41.7	59.5	27.0	57.1	39.0	47.4	47.4	50.6	42.9	46.1	46.1	64.1	25.6

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.8	32.8	59.2	32.4	59.2	33.8	56.3	33.8	60.9	31.9	51.4	37.1	59.2	26.8
TE - Technical	42.5	40.2	56.4	27.7	54.7	35.8	56.8	35.8	51.1	40.2	49.5	38.7	65.3	27.4
CR - Clerical	36.2	51.1	81.6	12.2	64.0	32.0	58.0	34.0	50.0	43.8	50.0	46.0	79.6	18.4
AS - Administrative Support	20.0	60.0	0.0	80.0	0.0	80.0	20.0	80.0	20.0	80.0	40.0	60.0	20.0	60.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	64.2	35.8	63.0	27.8	65.5	30.9	61.8	36.4	72.2	25.9	63.6	34.5	67.3	23.6

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.3	35.5	43.6	36.9
Female	55.7	36.5	42.0	41.1

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	52.1	37.2	43.0	40.3
Supervisory	57.1	35.7	48.0	44.0
Management	58.8	31.4	38.3	31.9

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	43.8	43.8	41.2	35.3
30 - 39	48.8	40.0	34.2	40.8
40 - 49	60.0	28.9	49.4	37.6
50 - 54	50.9	43.4	37.7	43.4
55 and over	54.5	36.4	50.0	37.5

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	52.4	28.6	38.1	23.8
2 - 5 years	48.8	39.0	45.0	32.5
6 - 10 years	51.0	42.9	36.4	50.0
11 - 20 years	57.8	28.9	40.7	42.0
> 20 years	53.8	39.7	48.1	37.7

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	35.3	33.3	38.1
TE - Technical	54.8	32.3	51.6	36.3
CR - Clerical	60.4	37.5	44.9	46.9
AS - Administrative Support	50.0	50.0	0.0	75.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	52.7	38.2	38.5	36.5

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	51.0	31.6	56.3	34.8	64.6	25.3
Female	53.3	31.7	71.9	23.1	71.1	21.5

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	52.3	31.1	63.6	29.2	71.8	20.5
Supervisory	58.6	34.5	56.7	36.7	63.3	30.0
Management	46.0	34.0	64.7	29.4	54.9	31.4

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	52.6	21.1	63.2	31.6	78.9	15.8
30 - 39	42.7	46.3	59.5	34.5	51.2	38.1
40 - 49	61.1	25.6	71.7	22.8	79.3	14.1
50 - 54	52.8	28.3	58.5	28.3	62.3	26.4
55 and over	45.5	27.3	57.6	36.4	75.8	15.2

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	52.2	13.0	62.5	29.2	70.8	20.8
2 - 5 years	53.3	40.0	55.6	33.3	55.6	22.2
6 - 10 years	51.0	36.7	60.0	34.0	64.0	34.0
11 - 20 years	51.2	34.1	69.0	25.0	69.0	21.4
> 20 years	51.3	28.2	62.8	30.8	74.4	20.5

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	49.3	33.3	57.7	33.8	69.0	25.4
TE - Technical	55.3	28.7	57.3	32.3	69.8	20.8
CR - Clerical	60.0	26.0	80.0	18.0	78.0	14.0
AS - Administrative Support	40.0	60.0	60.0	40.0	60.0	40.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	45.5	36.4	63.6	30.9	50.9	34.5

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	41.5	49.7	49.7	38.9	53.8	36.5
Female	49.6	44.5	58.1	40.2	55.5	37.8

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	46.4	46.9	51.1	40.5	54.5	36.1
Supervisory	33.3	60.0	53.3	46.7	50.0	43.3
Management	45.1	45.1	58.8	33.3	54.9	39.2

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	73.7	21.1	61.1	27.8	78.9	10.5
30 - 39	42.9	50.0	47.0	42.2	47.6	44.0
40 - 49	43.3	51.1	59.6	37.1	58.9	31.1
50 - 54	38.9	46.3	51.9	42.6	50.0	44.4
55 and over	48.5	48.5	46.9	43.8	50.0	40.0

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	58.3	25.0	63.6	22.7	58.3	16.7
2 - 5 years	52.3	45.5	46.5	34.9	59.1	31.8
6 - 10 years	54.0	42.0	63.3	32.7	64.6	31.3
11 - 20 years	37.3	54.2	50.6	43.4	55.4	37.3
> 20 years	39.2	51.9	50.6	46.8	42.3	51.3

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	46.5	46.5	51.4	42.9	54.9	35.2
TE - Technical	40.2	50.5	50.0	38.3	55.3	33.0
CR - Clerical	50.0	45.8	60.4	37.5	50.0	43.8
AS - Administrative Support	40.0	60.0	40.0	60.0	20.0	80.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	49.1	41.8	58.2	34.5	56.4	40.0

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	62.8	28.8	66.7	24.8	71.5	22.5	56.8	27.0	70.4	17.1	56.7	33.3
Female	53.9	30.4	62.6	27.0	66.7	23.7	51.8	29.8	65.2	19.6	61.9	33.6

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	57.9	31.1	64.2	25.7	68.3	23.0	54.9	30.2	66.1	19.7	59.1	33.7
Supervisory	56.7	30.0	58.6	34.5	70.0	23.3	48.3	24.1	69.0	17.2	63.3	26.7
Management	64.0	26.0	70.6	23.5	72.5	23.5	56.0	26.0	74.5	15.7	53.1	38.8

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	36.8	47.4	44.4	44.4	58.8	35.3	22.2	50.0	55.6	16.7	50.0	50.0
30 - 39	37.0	45.7	45.8	41.0	49.4	39.5	39.5	37.0	44.6	33.7	47.4	41.0
40 - 49	72.7	21.6	80.0	12.9	84.9	9.3	64.3	23.8	83.5	10.6	65.9	27.1
50 - 54	67.9	17.0	69.2	21.2	71.2	21.2	58.8	23.5	72.5	15.7	68.0	24.0
55 and over	75.0	21.9	78.1	18.8	80.6	16.1	80.0	13.3	89.7	3.4	60.6	36.4

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	41.7	25.0	43.5	21.7	68.2	13.6	45.5	22.7	69.6	0.0	58.3	33.3
2 - 5 years	43.2	38.6	53.5	37.2	57.1	31.0	35.7	40.5	46.5	32.6	54.1	32.4
6 - 10 years	54.3	32.6	63.8	29.8	68.1	27.7	53.2	29.8	69.6	17.4	48.9	44.4
11 - 20 years	63.8	30.0	67.5	22.5	69.6	21.5	55.7	27.8	66.3	22.5	65.4	29.6
> 20 years	70.9	24.1	75.3	22.1	76.6	20.8	67.6	23.0	81.1	12.2	61.0	31.2

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.2	34.3	56.1	28.8	66.7	22.7	51.6	28.1	61.5	15.4	59.1	30.3
TE - Technical	61.9	29.9	66.7	27.1	70.2	24.5	51.6	31.2	67.0	20.2	58.9	32.2
CR - Clerical	63.8	23.4	69.6	19.6	73.3	15.6	60.9	26.1	71.1	17.8	69.6	30.4
AS - Administrative Support	20.0	60.0	20.0	60.0	20.0	60.0	20.0	60.0	40.0	60.0	40.0	60.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	60.4	26.4	69.8	24.5	69.8	26.4	57.7	25.0	75.5	17.0	52.8	37.7

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	64.8	32.1	45.8	38.7	48.7	40.5	48.4	35.5	34.0	40.7
Female	68.6	28.0	42.6	45.2	49.1	43.1	49.6	34.8	33.0	50.5

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.5	28.9	42.1	41.1	46.6	41.5	47.9	35.3	33.1	47.5
Supervisory	66.7	33.3	42.9	50.0	44.8	51.7	50.0	46.4	18.5	51.9
Management	66.7	33.3	56.0	38.0	58.0	38.0	51.0	30.6	40.8	32.7

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	78.9	10.5	44.4	33.3	57.9	26.3	55.6	27.8	41.2	47.1
30 - 39	54.8	41.7	36.6	47.6	42.9	52.4	45.1	39.0	21.0	44.4
40 - 49	83.3	16.7	49.4	36.8	54.0	37.9	57.0	30.2	38.3	48.1
50 - 54	55.6	38.9	50.0	42.6	51.9	35.2	43.4	39.6	42.3	40.4
55 and over	57.6	39.4	43.8	40.6	39.4	45.5	42.4	36.4	35.5	45.2

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	79.2	20.8	40.9	13.6	54.2	25.0	47.6	38.1	35.0	25.0
2 - 5 years	65.9	27.3	40.5	40.5	47.7	43.2	59.5	21.4	40.5	33.3
6 - 10 years	64.0	34.0	46.0	36.0	54.0	36.0	42.0	42.0	27.7	48.9
11 - 20 years	69.5	30.5	45.6	46.8	50.6	43.0	55.0	36.3	33.8	50.0
> 20 years	60.8	32.9	45.6	48.1	41.8	49.4	40.5	38.0	31.9	50.0

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	66.2	33.8	46.3	40.3	47.8	40.6	44.8	34.3	34.8	43.5
TE - Technical	64.9	27.8	41.1	37.9	45.4	40.2	54.7	32.6	34.1	39.8
CR - Clerical	77.1	18.8	41.7	47.9	50.0	45.8	45.8	39.6	25.6	58.1
AS - Administrative Support	40.0	60.0	0.0	80.0	40.0	60.0	20.0	60.0	20.0	80.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	63.6	36.4	57.4	37.0	57.4	38.9	47.2	35.8	39.6	39.6

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	63.9	29.1	54.8	32.5	71.0	21.9	36.4	43.5	53.2	38.6
Female	72.5	25.0	61.3	29.4	75.8	21.7	46.1	42.6	65.0	32.5

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.8	29.0	55.7	32.8	72.8	20.4	37.3	44.3	56.2	38.7
Supervisory	73.3	20.0	60.0	26.7	70.0	26.7	33.3	53.3	60.0	33.3
Management	70.6	27.5	62.7	27.5	70.6	27.5	52.9	33.3	62.7	31.4

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	63.2	31.6	77.8	11.1	68.4	15.8	43.8	43.8	52.6	31.6
30 - 39	52.4	42.9	50.6	39.8	53.6	40.5	48.8	31.7	53.6	41.7
40 - 49	85.6	8.9	65.9	20.9	93.3	5.6	39.3	49.4	68.1	27.5
50 - 54	64.2	30.2	49.1	39.6	69.8	26.4	32.7	50.0	50.9	41.5
55 and over	69.7	27.3	51.5	33.3	71.9	18.8	31.3	43.8	54.5	42.4

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.8	29.2	56.5	26.1	73.9	26.1	38.1	33.3	58.3	29.2
2 - 5 years	61.4	29.5	54.5	36.4	63.6	29.5	45.2	31.0	61.4	34.1
6 - 10 years	66.0	30.0	58.0	30.0	64.0	26.0	46.9	34.7	54.0	40.0
11 - 20 years	77.1	19.3	62.7	26.5	81.9	13.3	39.8	48.2	64.3	33.3
> 20 years	61.5	32.1	53.8	34.6	72.7	23.4	34.2	52.6	51.3	41.0

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.9	34.3	57.7	28.2	64.7	29.4	42.9	44.3	56.3	39.4
TE - Technical	66.7	21.9	54.3	33.0	72.9	19.8	32.2	43.3	54.2	35.4
CR - Clerical	69.4	28.6	63.3	30.6	83.7	12.2	34.0	55.3	61.2	38.8
AS - Administrative Support	60.0	40.0	20.0	60.0	60.0	40.0	60.0	20.0	60.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	74.5	25.5	60.0	29.1	70.9	25.5	52.7	32.7	61.8	32.7

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	47.7	26.8	59.0	25.6	43.4	24.1
Female	48.6	25.7	61.2	27.6	49.5	26.6

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.8	24.6	61.4	24.9	46.3	25.7
Supervisory	34.6	38.5	50.0	36.7	35.7	25.0
Management	44.0	30.0	62.0	28.0	48.9	25.5

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	46.7	20.0	66.7	22.2	56.3	18.8
30 - 39	35.4	34.2	49.4	34.6	38.0	33.3
40 - 49	54.9	23.2	71.1	17.8	53.0	19.3
50 - 54	52.9	25.5	55.8	28.8	41.7	25.0
55 and over	54.5	24.2	60.6	27.3	51.5	24.2

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	40.0	20.0	72.7	18.2	47.1	23.5
2 - 5 years	57.1	21.4	63.6	27.3	46.3	24.4
6 - 10 years	46.9	22.4	52.0	26.0	44.4	24.4
11 - 20 years	44.3	31.6	63.4	20.7	46.8	27.3
> 20 years	49.3	28.0	56.6	34.2	45.3	24.0

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	28.3	65.7	22.4	45.8	20.3
TE - Technical	50.6	19.1	59.4	22.9	40.9	26.1
CR - Clerical	45.8	31.3	52.1	35.4	51.1	25.5
AS - Administrative Support	20.0	60.0	40.0	60.0	20.0	60.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	46.3	27.8	61.1	27.8	51.9	23.1

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	67.1	26.6	69.0	25.9	60.1	25.7	71.8	25.6
Female	67.8	26.4	68.6	28.1	65.5	30.0	75.0	23.3

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.6	26.2	66.7	27.7	60.9	28.5	73.0	24.3
Supervisory	70.0	26.7	70.0	26.7	53.6	32.1	65.5	31.0
Management	70.6	29.4	74.5	25.5	70.8	25.0	74.5	25.5

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	68.4	21.1	78.9	21.1	68.8	31.3	72.2	22.2
30 - 39	47.6	42.9	47.6	7.6	44.9	41.0	54.9	41.5
40 - 49	84.8	14.1	85.9	9.8	77.4	16.7	89.8	9.1
50 - 54	66.0	24.5	64.2	32.1	62.0	30.0	75.5	24.5
55 and over	66.7	30.3	69.7	24.2	59.4	21.9	66.7	30.3

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.8	25.0	66.7	25.0	73.7	26.3	68.2	27.3
2 - 5 years	62.2	28.9	62.2	35.6	61.0	29.3	62.8	32.6
6 - 10 years	60.0	36.0	62.0	32.0	51.1	36.2	71.4	24.5
11 - 20 years	72.6	22.6	75.0	21.4	70.7	18.7	81.9	16.9
> 20 years	67.9	24.4	70.5	25.6	58.4	31.2	71.4	28.6

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	67.1	27.1	67.1	28.6	62.1	22.4	66.7	28.8
TE - Technical	60.8	28.9	63.9	28.9	56.5	29.3	70.5	26.3
CR - Clerical	78.0	16.0	76.0	20.0	68.1	29.8	84.0	16.0
AS - Administrative Support	40.0	60.0	40.0	60.0	20.0	60.0	25.0	75.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	69.1	30.9	72.7	27.3	70.4	25.9	76.4	23.6

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	43.9	35.7	57.4	32.2	55.6	32.5	51.0	32.5	44.7	38.7
Female	50.4	31.9	62.4	25.8	61.3	24.7	51.8	34.2	49.1	34.5

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	48.2	33.2	60.3	28.4	61.6	26.7	49.7	33.9	48.6	34.3
Supervisory	41.4	37.9	60.0	24.0	51.8	29.6	46.4	35.7	37.0	40.7
Management	43.1	37.3	55.3	39.5	48.9	39.6	58.8	31.4	44.0	46.0

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	52.6	26.3	53.3	26.7	46.7	26.7	47.1	35.3	43.8	37.5
30 - 39	39.8	34.9	43.3	49.3	57.5	32.8	50.0	39.0	40.5	40.5
40 - 49	44.4	37.8	78.9	8.8	68.5	21.9	57.6	29.4	50.0	34.1
50 - 54	56.6	34.0	62.8	27.9	52.4	33.3	52.8	30.2	49.0	33.3
55 and over	48.5	27.3	57.1	28.6	36.8	42.1	35.5	35.5	48.5	39.4

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	43.5	26.1	55.6	38.9	58.9	35.2	57.1	38.1	27.8	55.6
2 - 5 years	44.4	28.9	43.3	43.3	52.5	37.5	54.8	26.2	45.2	38.1
6 - 10 years	50.0	26.0	52.6	36.8	64.1	23.1	57.1	26.5	48.9	33.3
11 - 20 years	47.0	41.0	64.9	22.8	67.6	18.3	52.5	35.0	45.7	39.5
> 20 years	46.8	37.7	67.7	21.5	45.3	39.6	43.2	37.8	51.3	30.3

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	39.7	42.6	55.4	32.1	46.2	34.6	44.6	38.5	39.1	40.6
TE - Technical	49.0	33.3	61.4	24.3	61.3	27.6	53.8	27.5	48.3	32.6
CR - Clerical	56.0	24.0	71.4	20.0	85.3	8.8	52.1	37.5	54.3	28.3
AS - Administrative Support	20.0	20.0	33.3	66.7	60.0	40.0	50.0	25.0	60.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	45.5	34.5	54.8	38.1	46.9	40.4	56.4	30.9	44.4	48.1

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	38.6	49.7	68.6	25.0	74.1	22.8	46.9	39.5
Female	40.5	46.8	77.7	20.7	76.7	21.7	54.5	31.8

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	36.7	50.6	72.5	23.3	75.3	22.2	48.0	35.6
Supervisory	30.0	60.0	76.7	20.0	80.0	20.0	50.0	46.4
Management	52.9	37.3	72.5	23.5	68.6	27.5	57.1	32.7

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	42.9	73.7	21.1	78.9	21.1	62.5	31.3
30 - 39	41.5	45.1	56.0	39.3	54.8	44.0	38.0	45.6
40 - 49	33.3	54.0	87.9	7.7	91.3	6.5	59.8	25.6
50 - 54	41.2	47.1	69.8	26.4	75.0	19.2	49.0	42.9
55 and over	37.5	50.0	78.1	18.8	75.8	21.2	53.1	31.3

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	30.0	69.6	30.4	70.8	29.2	50.0	30.0
2 - 5 years	38.1	40.5	64.4	28.9	66.7	33.3	46.3	34.1
6 - 10 years	50.0	43.8	70.0	24.0	74.0	26.0	59.2	32.7
11 - 20 years	37.5	51.3	75.9	16.9	84.5	13.1	52.6	34.2
> 20 years	31.6	59.2	76.9	23.1	71.4	22.1	43.8	43.8

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	40.9	43.9	68.6	24.3	69.6	27.5	46.0	39.7
TE - Technical	36.3	53.8	67.4	27.4	76.3	20.6	45.5	36.4
CR - Clerical	28.3	54.3	86.0	12.0	86.0	14.0	61.4	29.5
AS - Administrative Support	0.0	100.0	60.0	40.0	60.0	40.0	40.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	52.7	38.2	74.5	23.6	70.9	25.5	54.5	36.4

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	14	12	Not Important	18	6	6
Somewhat Disagree	42	15	13	Somewhat Important	34	12	12
Neither Agree or Disagree	4	1	2	Important	42	15	14
Somewhat Agree	64	23	25	Very Important	129	45	45
Strongly Agree	130	46	47	Critical	52	18	21
Non-Response/Unsure	3	1	1	Non-Response/Unsure	9	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	14	11	Not Important	18	6	7
Somewhat Disagree	49	17	16	Somewhat Important	37	13	12
Neither Agree or Disagree	6	2	4	Important	53	19	15
Somewhat Agree	92	32	30	Very Important	114	40	41
Strongly Agree	89	31	37	Critical	47	17	22
Non-Response/Unsure	8	3	2	Non-Response/Unsure	15	5	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	15	12	Not Important	12	4	5
Somewhat Disagree	54	19	17	Somewhat Important	38	13	17
Neither Agree or Disagree	27	10	13	Important	89	31	27
Somewhat Agree	82	29	32	Very Important	105	37	34
Strongly Agree	71	25	23	Critical	27	10	12
Non-Response/Unsure	7	3	5	Non-Response/Unsure	13	5	5
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	14	14	Not Important	12	4	5
Somewhat Disagree	55	19	17	Somewhat Important	42	15	13
Neither Agree or Disagree	15	5	6	Important	48	17	21
Somewhat Agree	99	35	34	Very Important	128	45	44
Strongly Agree	73	26	28	Critical	47	17	14
Non-Response/Unsure	2	1	1	Non-Response/Unsure	7	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	17	14	Not Important	11	4	4
Somewhat Disagree	44	16	13	Somewhat Important	41	14	14
Neither Agree or Disagree	16	6	6	Important	51	18	23
Somewhat Agree	66	23	29	Very Important	137	48	45
Strongly Agree	107	38	36	Critical	35	12	11
Non-Response/Unsure	4	1	2	Non-Response/Unsure	9	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	16	17	Not Important	13	5	4
Somewhat Disagree	48	17	19	Somewhat Important	40	14	17
Neither Agree or Disagree	35	12	11	Important	92	32	32
Somewhat Agree	93	33	30	Very Important	105	37	35
Strongly Agree	56	20	21	Critical	27	10	9
Non-Response/Unsure	6	2	2	Non-Response/Unsure	7	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	70	25	22	Not Important	15	5	6
Somewhat Disagree	35	12	13	Somewhat Important	66	23	22
Neither Agree or Disagree	28	10	10	Important	104	37	36
Somewhat Agree	53	19	21	Very Important	80	28	27
Strongly Agree	75	26	28	Critical	14	5	7
Non-Response/Unsure	23	8	7	Non-Response/Unsure	5	2	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	14	12	Not Important	16	6	5
Somewhat Disagree	36	13	13	Somewhat Important	49	17	16
Neither Agree or Disagree	30	11	8	Important	73	26	32
Somewhat Agree	80	28	27	Very Important	115	41	36
Strongly Agree	94	33	38	Critical	21	7	10
Non-Response/Unsure	5	2	3	Non-Response/Unsure	10	4	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	13	10	Not Important	25	9	7
Somewhat Disagree	61	22	21	Somewhat Important	24	9	11
Neither Agree or Disagree	19	7	8	Important	55	19	21
Somewhat Agree	97	34	36	Very Important	120	42	39
Strongly Agree	67	24	24	Critical	52	18	19
Non-Response/Unsure	2	1	2	Non-Response/Unsure	8	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	17	15	Not Important	17	6	6
Somewhat Disagree	54	19	17	Somewhat Important	33	12	13
Neither Agree or Disagree	19	7	8	Important	60	21	22
Somewhat Agree	74	26	27	Very Important	113	40	41
Strongly Agree	87	31	32	Critical	53	19	15
Non-Response/Unsure	2	1	2	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	69	24	25	Not Important	25	9	8
Somewhat Disagree	32	11	11	Somewhat Important	35	12	16
Neither Agree or Disagree	17	6	8	Important	65	23	23
Somewhat Agree	50	18	15	Very Important	107	38	36
Strongly Agree	106	37	38	Critical	44	16	14
Non-Response/Unsure	10	4	4	Non-Response/Unsure	8	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	16	12	Not Important	18	7	5
Somewhat Disagree	65	23	20	Somewhat Important	32	11	13
Neither Agree or Disagree	22	8	9	Important	73	26	26
Somewhat Agree	69	24	33	Very Important	116	41	40
Strongly Agree	78	28	24	Critical	38	13	14
Non-Response/Unsure	5	2	3	Non-Response/Unsure	7	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	7	9	Not Important	18	6	5
Somewhat Disagree	51	18	16	Somewhat Important	25	9	14
Neither Agree or Disagree	24	9	9	Important	89	31	28
Somewhat Agree	99	35	33	Very Important	116	41	38
Strongly Agree	87	31	30	Critical	30	11	13
Non-Response/Unsure	3	1	3	Non-Response/Unsure	6	2	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	17	12	Not Important	14	5	5
Somewhat Disagree	53	19	17	Somewhat Important	36	13	13
Neither Agree or Disagree	28	10	9	Important	80	28	28
Somewhat Agree	73	26	29	Very Important	112	39	38
Strongly Agree	73	26	30	Critical	34	12	14
Non-Response/Unsure	10	4	3	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	22	18	Not Important	18	6	6
Somewhat Disagree	44	16	17	Somewhat Important	26	9	12
Neither Agree or Disagree	48	17	13	Important	71	25	22
Somewhat Agree	50	18	21	Very Important	111	39	38
Strongly Agree	62	22	25	Critical	50	18	20
Non-Response/Unsure	19	7	6	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	50	18	15	Not Important	21	7	7
Somewhat Disagree	41	14	16	Somewhat Important	32	11	12
Neither Agree or Disagree	45	16	14	Important	54	19	18
Somewhat Agree	77	27	25	Very Important	115	41	41
Strongly Agree	66	23	28	Critical	55	19	20
Non-Response/Unsure	5	2	2	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	12	11	Not Important	31	11	8
Somewhat Disagree	51	18	20	Somewhat Important	21	7	10
Neither Agree or Disagree	20	7	6	Important	40	14	14
Somewhat Agree	94	33	33	Very Important	112	39	44
Strongly Agree	85	30	30	Critical	74	26	24
Non-Response/Unsure	1	0	1	Non-Response/Unsure	6	2	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	9	11	Not Important	25	9	8
Somewhat Disagree	41	14	14	Somewhat Important	29	10	10
Neither Agree or Disagree	25	9	6	Important	43	15	14
Somewhat Agree	85	30	27	Very Important	112	39	43
Strongly Agree	106	37	41	Critical	69	24	24
Non-Response/Unsure	1	0	1	Non-Response/Unsure	6	2	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	20	21	Not Important	17	6	6
Somewhat Disagree	75	26	25	Somewhat Important	33	12	11
Neither Agree or Disagree	21	7	5	Important	35	12	14
Somewhat Agree	82	29	31	Very Important	134	47	47
Strongly Agree	46	16	17	Critical	58	20	21
Non-Response/Unsure	2	1	1	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	16	15	Not Important	19	7	6
Somewhat Disagree	67	24	21	Somewhat Important	31	11	12
Neither Agree or Disagree	20	7	9	Important	41	14	18
Somewhat Agree	88	31	31	Very Important	144	51	47
Strongly Agree	59	21	22	Critical	42	15	16
Non-Response/Unsure	6	2	2	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	17	15	Not Important	16	6	4
Somewhat Disagree	57	20	16	Somewhat Important	30	11	13
Neither Agree or Disagree	24	9	10	Important	60	21	22
Somewhat Agree	66	23	28	Very Important	131	46	44
Strongly Agree	85	30	29	Critical	36	13	13
Non-Response/Unsure	5	2	2	Non-Response/Unsure	11	4	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	12	9	Not Important	21	7	8
Somewhat Disagree	49	17	16	Somewhat Important	44	16	13
Neither Agree or Disagree	31	11	9	Important	81	29	29
Somewhat Agree	93	33	32	Very Important	103	37	39
Strongly Agree	69	24	30	Critical	22	8	8
Non-Response/Unsure	9	3	4	Non-Response/Unsure	13	5	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	31	11	10	Not Important	11	4	5
Somewhat Disagree	40	14	13	Somewhat Important	39	14	11
Neither Agree or Disagree	25	9	7	Important	84	30	30
Somewhat Agree	99	35	29	Very Important	108	38	41
Strongly Agree	77	27	38	Critical	24	9	9
Non-Response/Unsure	12	4	4	Non-Response/Unsure	18	6	4
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	25	9	8	Not Important	10	4	3
Somewhat Disagree	38	13	12	Somewhat Important	35	12	12
Neither Agree or Disagree	20	7	7	Important	94	33	34
Somewhat Agree	84	30	27	Very Important	108	38	40
Strongly Agree	102	36	42	Critical	22	8	9
Non-Response/Unsure	15	5	4	Non-Response/Unsure	15	5	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	8	6	Not Important	11	4	4
Somewhat Disagree	54	19	18	Somewhat Important	41	14	14
Neither Agree or Disagree	45	16	15	Important	95	34	34
Somewhat Agree	88	31	29	Very Important	101	36	37
Strongly Agree	57	20	27	Critical	19	7	8
Non-Response/Unsure	18	6	4	Non-Response/Unsure	17	6	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	5	4	Not Important	11	4	4
Somewhat Disagree	37	13	12	Somewhat Important	37	13	12
Neither Agree or Disagree	36	13	13	Important	91	32	32
Somewhat Agree	93	33	29	Very Important	100	35	38
Strongly Agree	89	31	38	Critical	21	7	8
Non-Response/Unsure	16	6	4	Non-Response/Unsure	24	9	5
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	12	12	Not Important	6	2	3
Somewhat Disagree	54	19	15	Somewhat Important	37	13	12
Neither Agree or Disagree	20	7	6	Important	101	36	32
Somewhat Agree	61	22	23	Very Important	100	35	40
Strongly Agree	96	34	39	Critical	28	10	9
Non-Response/Unsure	18	6	6	Non-Response/Unsure	12	4	4
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	16	15	Not Important	21	7	8
Somewhat Disagree	42	15	12	Somewhat Important	33	12	11
Neither Agree or Disagree	9	3	4	Important	33	12	13
Somewhat Agree	57	20	23	Very Important	127	45	48
Strongly Agree	128	45	46	Critical	61	22	19
Non-Response/Unsure	3	1	1	Non-Response/Unsure	9	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	67	24	17	Not Important	27	10	6
Somewhat Disagree	47	17	18	Somewhat Important	22	8	11
Neither Agree or Disagree	38	13	15	Important	54	19	20
Somewhat Agree	63	22	24	Very Important	102	36	42
Strongly Agree	59	21	22	Critical	69	24	19
Non-Response/Unsure	10	4	3	Non-Response/Unsure	10	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	63	22	18	Not Important	24	9	6
Somewhat Disagree	54	19	20	Somewhat Important	27	10	11
Neither Agree or Disagree	26	9	13	Important	41	14	17
Somewhat Agree	80	28	26	Very Important	120	42	42
Strongly Agree	55	19	22	Critical	63	22	22
Non-Response/Unsure	6	2	2	Non-Response/Unsure	9	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	52	18	17	Not Important	16	6	5
Somewhat Disagree	45	16	17	Somewhat Important	33	12	12
Neither Agree or Disagree	43	15	15	Important	58	20	21
Somewhat Agree	71	25	25	Very Important	117	41	43
Strongly Agree	63	22	22	Critical	52	18	17
Non-Response/Unsure	10	4	4	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	67	24	20	Not Important	18	6	6
Somewhat Disagree	52	18	19	Somewhat Important	34	12	11
Neither Agree or Disagree	56	20	17	Important	53	19	20
Somewhat Agree	55	19	21	Very Important	107	38	39
Strongly Agree	33	12	15	Critical	61	22	21
Non-Response/Unsure	21	7	8	Non-Response/Unsure	11	4	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	13	12	Not Important	16	6	5
Somewhat Disagree	40	14	16	Somewhat Important	38	13	13
Neither Agree or Disagree	14	5	5	Important	53	19	21
Somewhat Agree	78	28	31	Very Important	120	42	46
Strongly Agree	113	40	35	Critical	50	18	14
Non-Response/Unsure	3	1	1	Non-Response/Unsure	7	3	1
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	15	11	Not Important	6	2	3
Somewhat Disagree	43	15	16	Somewhat Important	48	17	17
Neither Agree or Disagree	33	12	16	Important	109	38	36
Somewhat Agree	92	32	29	Very Important	93	33	37
Strongly Agree	69	24	27	Critical	21	7	6
Non-Response/Unsure	4	1	2	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	11	10	Not Important	13	5	4
Somewhat Disagree	30	11	11	Somewhat Important	37	13	13
Neither Agree or Disagree	15	5	8	Important	87	31	28
Somewhat Agree	79	28	28	Very Important	112	39	44
Strongly Agree	123	43	41	Critical	26	9	10
Non-Response/Unsure	5	2	2	Non-Response/Unsure	9	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	60	21	23	Not Important	19	7	7
Somewhat Disagree	58	20	20	Somewhat Important	37	13	14
Neither Agree or Disagree	45	16	14	Important	76	27	26
Somewhat Agree	73	26	24	Very Important	115	41	39
Strongly Agree	37	13	14	Critical	29	10	13
Non-Response/Unsure	11	4	5	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	12	11	Not Important	19	7	5
Somewhat Disagree	70	25	20	Somewhat Important	32	11	12
Neither Agree or Disagree	16	6	10	Important	58	20	22
Somewhat Agree	90	32	33	Very Important	120	42	43
Strongly Agree	73	26	25	Critical	48	17	16
Non-Response/Unsure	2	1	1	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	12	9	Not Important	16	6	5
Somewhat Disagree	36	13	15	Somewhat Important	44	16	16
Neither Agree or Disagree	66	23	20	Important	101	36	34
Somewhat Agree	73	26	30	Very Important	85	30	34
Strongly Agree	53	19	20	Critical	30	11	10
Non-Response/Unsure	22	8	6	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	10	9	Not Important	16	6	4
Somewhat Disagree	43	15	16	Somewhat Important	31	11	13
Neither Agree or Disagree	37	13	13	Important	79	28	29
Somewhat Agree	85	30	29	Very Important	115	41	40
Strongly Agree	82	29	30	Critical	35	12	13
Non-Response/Unsure	8	3	3	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	10	8	Not Important	14	5	4
Somewhat Disagree	34	12	13	Somewhat Important	35	12	14
Neither Agree or Disagree	75	26	25	Important	105	37	33
Somewhat Agree	66	23	26	Very Important	93	33	36
Strongly Agree	52	18	21	Critical	29	10	10
Non-Response/Unsure	27	10	8	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	12	10	Not Important	22	8	7
Somewhat Disagree	41	14	14	Somewhat Important	27	10	9
Neither Agree or Disagree	17	6	5	Important	56	20	17
Somewhat Agree	67	24	29	Very Important	111	39	41
Strongly Agree	123	43	40	Critical	61	22	25
Non-Response/Unsure	1	0	1	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	13	12	Not Important	26	9	6
Somewhat Disagree	41	14	12	Somewhat Important	26	9	9
Neither Agree or Disagree	12	4	5	Important	50	18	17
Somewhat Agree	52	18	24	Very Important	109	38	42
Strongly Agree	141	50	47	Critical	66	23	24
Non-Response/Unsure	1	0	1	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement	Responses	Percent (%)	Overall Percent (%)	Level of Importance	Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	46	16	12	Not Important	27	10	7
Somewhat Disagree	27	10	11	Somewhat Important	25	9	9
Neither Agree or Disagree	26	9	10	Important	48	17	17
Somewhat Agree	49	17	19	Very Important	114	40	41
Strongly Agree	113	40	42	Critical	62	22	23
Non-Response/Unsure	23	8	6	Non-Response/Unsure	8	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	17	15	Not Important	14	5	4
Somewhat Disagree	20	7	7	Somewhat Important	39	14	13
Neither Agree or Disagree	6	2	3	Important	80	28	28
Somewhat Agree	44	16	14	Very Important	116	41	40
Strongly Agree	157	55	56	Critical	28	10	14
Non-Response/Unsure	8	3	5	Non-Response/Unsure	7	3	2
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	14	12	Not Important	17	6	5
Somewhat Disagree	57	20	20	Somewhat Important	59	21	16
Neither Agree or Disagree	54	19	15	Important	79	28	33
Somewhat Agree	71	25	31	Very Important	99	35	35
Strongly Agree	59	21	19	Critical	16	6	6
Non-Response/Unsure	4	1	2	Non-Response/Unsure	14	5	5
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	17	15	Not Important	23	8	8
Somewhat Disagree	14	5	6	Somewhat Important	34	12	12
Neither Agree or Disagree	23	8	8	Important	61	22	20
Somewhat Agree	33	12	11	Very Important	71	25	28
Strongly Agree	92	32	33	Critical	31	11	10
Non-Response/Unsure	74	26	27	Non-Response/Unsure	64	23	22
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

THE NEXT TEN YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	15	16	Not Important	26	9	10
Somewhat Disagree	23	8	6	Somewhat Important	38	13	12
Neither Agree or Disagree	28	10	9	Important	66	23	21
Somewhat Agree	25	9	11	Very Important	81	29	29
Strongly Agree	103	36	33	Critical	37	13	12
Non-Response/Unsure	62	22	26	Non-Response/Unsure	36	13	17
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	51	18	15	Not Important	18	6	9
Somewhat Disagree	39	14	14	Somewhat Important	49	17	13
Neither Agree or Disagree	41	14	16	Important	67	24	23
Somewhat Agree	61	22	22	Very Important	105	37	39
Strongly Agree	76	27	27	Critical	33	12	12
Non-Response/Unsure	16	6	7	Non-Response/Unsure	12	4	4
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

OTHER

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	52	18	18	Not Important	16	6	6
Somewhat Disagree	45	16	14	Somewhat Important	48	17	15
Neither Agree or Disagree	44	16	13	Important	89	31	29
Somewhat Agree	46	16	17	Very Important	100	35	37
Strongly Agree	76	27	29	Critical	19	7	9
Non-Response/Unsure	21	7	10	Non-Response/Unsure	12	4	4
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	22	19	Not Important	20	7	7
Somewhat Disagree	70	25	21	Somewhat Important	36	13	12
Neither Agree or Disagree	33	12	15	Important	44	16	19
Somewhat Agree	66	23	25	Very Important	118	42	41
Strongly Agree	38	13	14	Critical	56	20	19
Non-Response/Unsure	16	6	7	Non-Response/Unsure	10	4	4
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	16	14	Not Important	12	4	4
Somewhat Disagree	20	7	9	Somewhat Important	38	13	12
Neither Agree or Disagree	12	4	4	Important	66	23	22
Somewhat Agree	54	19	19	Very Important	132	47	47
Strongly Agree	151	53	53	Critical	27	10	13
Non-Response/Unsure	3	1	2	Non-Response/Unsure	9	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	17	15	Not Important	30	11	7
Somewhat Disagree	16	6	4	Somewhat Important	20	7	10
Neither Agree or Disagree	7	3	2	Important	38	13	13
Somewhat Agree	28	10	9	Very Important	124	44	48
Strongly Agree	183	64	69	Critical	64	23	20
Non-Response/Unsure	2	1	1	Non-Response/Unsure	8	3	3
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	17	12	Not Important	15	5	5
Somewhat Disagree	47	17	15	Somewhat Important	33	12	13
Neither Agree or Disagree	35	12	16	Important	76	27	25
Somewhat Agree	72	25	25	Very Important	119	42	42
Strongly Agree	59	21	21	Critical	32	11	12
Non-Response/Unsure	24	9	11	Non-Response/Unsure	9	3	4
TOTAL	**284**	**100**	**100**	**TOTAL**	**284**	**100**	**100**

Finance

Results for the Department of Finance are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, retention, merit, opportunities for career advancement, diversity and department leadership.

Further details regarding overall results for the Department of Finance are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 64% of employees feel that coworkers make an effort to help each other ☐ 65% of employees feel that they work as part of a team
Employee Involvement	☐ 67% of employees feel that they can provide input on decisions that affect their job ☐ 64% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 60% of employees know how their work contributes to the department's priorities/purpose ☐ 61% of employees feel that they receive the communications they need in order to do their jobs well ☐ 61% of employees know where to get information within the Government of Nova Scotia in order to do their jobs well
Quality of Work Life	☐ 65% of employees feel that they have the resources to do their jobs well
Personal Growth (Training)	☐ 66% of employees feel that they have access to training opportunities ☐ 60% of employees feel that they can apply what they've learned in training to their jobs
Leadership	☐ 68% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 67% of employees feel that their department creates a safe work environment ☐ 68% of employees feel safe working in their jobs ☐ 60% of employees feel that harassment is not tolerated in their workplace
Benefits	☐ On average, 63% of employees feel that they have a good understanding of their benefits coverage ☐ 65% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 66% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 73% of employees feel that they have the required qualifications to meet the needs of their job

Opportunities for Improvement

Ethics	☐ 44% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Quality of Work Life	☐ 44% of employees feel that they are provided with support to balance their work and family life
Leadership	☐ 47% of employees have confidence in their department leadership ☐ 44% of employees feel that their supervisor manages conflict in their workgroup ☐ 44% of employees feel that their department leaders set a good example for employees ☐ 41% of employees feel that senior management will try to resolve issues raised by the employee survey
Diversity	☐ 47% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 38% of employees feel that their department values diversity
Personal Growth (Training)	☐ 44% of employees feel that they have opportunities for career advancement
Retention	☐ 35% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 47% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community ☐ 48% of employees see a future for their career, working for the Government of Nova Scotia
Other	☐ 32% of employees feel that hiring in the Government of Nova Scotia is based on merit ☐ 37% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.9	41.2	58.8	41.2	55.9	38.2
Female	68.9	29.5	67.2	29.5	65.5	18.2

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	64.5	32.3	64.5	32.3	60.3	25.9
Supervisory	57.1	35.7	64.3	35.7	53.8	30.8
Management	65.0	35.0	65.0	35.0	73.7	21.1

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	42.9	57.1	42.9	42.9	85.7	14.3
30 - 39	28.0	68.0	32.0	68.0	40.9	40.9
40 - 49	93.9	6.1	93.9	6.1	74.2	12.9
50 - 54	50.0	38.9	61.1	33.3	64.7	35.3
55 and over	81.8	18.2	63.6	36.4	54.5	27.3

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	40.0	60.0	40.0	80.0	10.0
2 - 5 years	60.0	40.0	60.0	40.0	66.7	11.1
6 - 10 years	53.8	38.5	61.5	30.8	69.2	30.8
11 - 20 years	63.0	37.0	59.3	37.0	47.8	34.8
> 20 years	69.4	25.0	72.2	27.8	62.9	25.7

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.1	33.3	72.2	27.8	66.7	27.8
TE - Technical	72.7	27.3	63.6	36.4	50.0	10.0
CR - Clerical	75.0	25.0	66.7	25.0	57.1	19.0
AS - Administrative Support	33.3	66.7	33.3	66.7	50.0	50.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	57.1	37.1	62.9	37.1	66.7	30.3

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	73.5	23.5	57.6	27.3	58.8	29.4
Female	65.0	28.3	71.7	25.0	46.6	37.9

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	67.2	24.6	63.3	28.3	45.8	35.6
Supervisory	57.1	42.9	71.4	14.3	57.1	42.9
Management	75.0	20.0	70.0	25.0	65.0	25.0

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	71.4	14.3	42.9	42.9	57.1	42.9
30 - 39	56.0	44.0	48.0	44.0	40.0	40.0
40 - 49	78.8	9.1	90.9	3.0	67.7	16.1
50 - 54	55.6	38.9	35.3	47.1	38.9	55.6
55 and over	72.7	27.3	90.0	10.0	45.5	36.4

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	80.0	20.0	80.0	20.0
2 - 5 years	70.0	20.0	60.0	40.0	44.4	44.4
6 - 10 years	50.0	41.7	53.8	30.8	58.3	41.7
11 - 20 years	70.4	18.5	66.7	22.2	44.4	29.6
> 20 years	69.4	27.8	67.6	23.5	48.6	37.1

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.1	22.2	68.8	18.8	50.0	33.3
TE - Technical	54.5	45.5	81.8	18.2	36.4	54.5
CR - Clerical	70.8	20.8	70.8	25.0	40.9	31.8
AS - Administrative Support	68.6	20.0	50.0	50.0	60.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	80.0	28.6	60.0	28.6	60.0	31.4

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	58.1	29.0	53.1	37.5	50.0	35.3	44.1	44.1	41.2	44.1	51.5	36.4	56.3	37.5
Female	57.6	30.5	67.2	21.3	65.6	27.6	62.3	36.1	58.3	33.3	54.1	36.1	66.7	20.0

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.0	32.8	55.7	31.1	59.7	30.6	50.0	41.9	52.5	39.3	41.0	44.3	61.7	25.0
Supervisory	69.2	30.8	78.6	21.4	71.4	14.3	64.3	28.6	64.3	14.3	71.4	21.4	61.5	30.8
Management	70.0	25.0	68.4	21.1	55.0	40.0	65.0	35.0	45.0	45.0	75.0	20.0	70.0	25.0

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	33.3	42.9	42.9	71.4	28.6	71.4	28.6	57.1	28.6	42.9	42.9	42.9	28.6
30 - 39	42.9	42.9	44.0	52.0	52.0	40.0	52.0	44.0	33.3	54.2	54.2	41.7	40.0	52.0
40 - 49	63.6	30.3	75.0	12.5	72.7	21.2	63.6	30.3	66.7	27.3	63.6	27.3	75.0	9.4
50 - 54	55.6	22.2	52.9	35.3	44.4	38.9	38.9	50.0	55.6	27.8	38.9	33.3	70.6	29.4
55 and over	72.7	9.1	81.8	0.0	63.6	27.3	54.5	36.4	54.5	36.4	54.5	45.5	81.8	9.1

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	33.3	70.0	20.0	70.0	30.0	80.0	20.0	66.7	11.1	80.0	10.0	80.0	10.0
2 - 5 years	55.6	22.2	66.7	22.2	60.0	40.0	60.0	40.0	60.0	40.0	50.0	50.0	60.0	40.0
6 - 10 years	61.5	38.5	53.8	38.5	53.8	38.5	61.5	38.5	53.8	38.5	38.5	46.2	41.7	41.7
11 - 20 years	52.0	28.0	65.4	30.8	63.0	25.9	40.7	44.4	40.7	44.4	51.9	29.6	57.7	19.2
> 20 years	57.1	31.4	58.3	25.0	58.3	27.8	55.6	38.9	55.6	36.1	51.4	40.0	71.4	25.7

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	43.8	43.8	29.4	58.8	50.0	27.8	33.3	44.4	44.4	44.4	35.3	47.1	47.1	35.3
TE - Technical	40.0	50.0	81.8	18.2	72.7	27.3	63.6	36.4	63.6	27.3	63.6	36.4	72.7	18.2
CR - Clerical	56.5	21.7	83.3	8.3	50.0	37.5	50.0	41.7	54.2	41.7	37.5	50.0	62.5	16.7
AS - Administrative Support	40.0	40.0	50.0	33.3	66.7	33.3	50.0	50.0	40.0	40.0	33.3	33.3	60.0	32.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	71.4	22.9	55.9	29.4	71.4	22.9	71.4	28.6	57.1	28.6	71.4	20.0	67.6	20.0

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	38.7	51.6	44.8	34.5
Female	63.3	21.7	50.9	33.3

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	49.2	32.2	38.2	38.2
Supervisory	61.5	38.5	84.6	15.4
Management	65.0	25.0	52.6	31.6

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	28.6	42.9	40.0	20.0
30 - 39	48.0	44.0	45.8	37.5
40 - 49	71.0	12.9	56.7	26.7
50 - 54	43.8	50.0	43.8	37.5
55 and over	54.5	18.2	45.5	36.4

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	20.0	50.0	12.5
2 - 5 years	66.7	22.2	62.5	25.0
6 - 10 years	38.5	53.8	50.0	50.0
11 - 20 years	53.8	23.1	36.0	36.0
> 20 years	55.9	35.3	52.9	32.4

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	37.5	37.5	37.5	25.0
TE - Technical	72.7	18.2	70.0	30.0
CR - Clerical	52.2	21.7	39.1	39.1
AS - Administrative Support	50.0	50.0	20.0	60.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	61.8	32.4	61.3	25.8

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	21.2	30.3	58.8	35.3	52.9	32.4
Female	58.3	30.0	68.9	24.6	61.7	30.0

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	45.0	31.7	61.3	30.6	62.3	27.9
Supervisory	78.6	14.3	85.7	14.3	50.0	35.7
Management	20.0	35.0	60.0	35.0	55.0	35.0

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	71.4	14.3	57.1	42.9	57.1	42.9
30 - 39	29.2	50.0	40.0	60.0	40.0	52.0
40 - 49	60.6	15.2	72.7	18.2	69.7	18.2
50 - 54	41.2	35.3	66.7	22.2	61.1	22.2
55 and over	27.3	27.3	90.9	0.0	72.7	18.2

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	30.0	80.0	20.0	60.0	30.0
2 - 5 years	77.8	11.1	70.0	20.0	70.0	30.0
6 - 10 years	23.1	30.8	38.5	53.8	58.3	41.7
11 - 20 years	38.5	38.5	55.6	40.7	59.3	25.9
> 20 years	44.4	27.8	75.0	16.7	55.6	30.6

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	35.3	23.5	44.4	38.9	55.6	27.8
TE - Technical	60.0	10.0	90.9	9.1	63.6	27.3
CR - Clerical	58.3	33.3	62.5	33.3	70.8	20.8
AS - Administrative Support	33.3	50.0	83.3	16.7	60.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	40.0	34.3	68.6	28.6	48.6	40.0

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.0	32.4	54.5	33.3	50.0	32.4
Female	56.7	35.0	59.0	29.5	56.7	35.0

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.7	32.8	54.1	34.4	50.8	37.7
Supervisory	64.3	35.7	78.6	7.1	50.0	36.7
Management	40.0	40.0	50.0	40.0	65.0	20.0

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	57.1	42.9	57.1	42.9	42.9	42.9
30 - 39	48.0	36.0	48.0	48.0	48.0	40.0
40 - 49	60.6	30.3	66.7	18.2	59.4	25.0
50 - 54	61.1	27.8	50.0	38.9	50.0	38.9
55 and over	36.4	45.5	50.0	20.0	63.6	27.3

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	30.0	60.0	30.0	70.0	20.0
2 - 5 years	70.0	30.0	50.0	40.0	60.0	40.0
6 - 10 years	50.0	50.0	69.2	30.8	53.8	38.5
11 - 20 years	29.6	44.4	59.3	29.6	44.4	25.9
> 20 years	66.7	25.0	51.4	31.4	54.3	40.0

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	44.4	27.8	50.0	33.3	50.0	22.2
TE - Technical	72.7	27.3	54.5	18.2	45.5	36.4
CR - Clerical	41.7	54.2	54.2	33.3	43.5	47.8
AS - Administrative Support	60.0	20.0	60.0	40.0	50.0	50.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	60.0	28.6	65.7	28.6	65.7	25.7

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.9	38.2	51.5	36.4	54.5	39.4	57.6	24.2	67.6	14.7	54.5	39.4
Female	75.0	15.0	71.2	16.9	69.5	16.9	61.4	15.8	70.0	10.0	73.3	16.7

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	70.5	18.0	66.7	21.7	65.0	21.7	58.6	15.5	68.9	11.5	72.1	18.0
Supervisory	71.4	28.6	64.3	28.6	71.4	28.6	69.2	23.1	71.4	7.1	57.1	35.7
Management	55.0	35.0	57.9	26.3	57.9	31.6	55.0	25.0	70.0	15.0	52.6	36.8

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	85.7	14.3	71.4	28.6	71.4	28.6	57.1	28.6	71.4	28.6	85.7	14.3
30 - 39	36.0	56.0	29.2	62.5	33.3	62.5	28.0	32.0	40.0	24.0	45.8	45.8
40 - 49	78.1	6.3	77.4	3.2	74.2	6.5	72.4	6.9	78.1	3.1	78.1	9.4
50 - 54	72.2	16.7	66.7	16.7	66.7	16.7	64.7	23.5	77.8	5.6	50.0	38.9
55 and over	81.8	18.2	90.9	9.1	90.9	9.1	81.8	9.1	90.8	9.1	81.8	9.1

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	60.0	30.0	70.0	20.0	60.0	30.0	60.0	30.0	70.0	30.0
2 - 5 years	80.0	0.0	70.0	20.0	70.0	20.0	66.7	11.1	80.0	10.0	80.0	10.0
6 - 10 years	69.1	23.1	66.7	25.0	66.7	33.3	58.3	16.7	69.2	7.7	66.7	33.3
11 - 20 years	66.7	29.6	61.5	30.8	61.5	30.8	53.8	11.5	61.5	11.5	63.0	18.5
> 20 years	62.9	22.9	65.7	17.1	62.9	20.0	61.8	23.5	75.0	8.3	62.9	28.6

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.1	27.8	52.9	35.3	52.9	35.3	41.2	17.6	52.9	17.6	61.1	22.2
TE - Technical	81.8	18.2	81.8	18.2	81.8	18.2	81.8	9.1	81.8	9.1	72.7	9.1
CR - Clerical	78.3	8.7	82.6	8.7	75.0	12.5	72.7	13.6	83.3	4.2	78.3	13.0
AS - Administrative Support	66.7	33.3	33.3	50.0	50.0	33.3	33.3	33.3	33.3	33.3	50.0	50.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	60.0	31.4	58.8	26.5	58.8	29.4	57.6	24.2	71.4	11.4	64.7	29.4

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	58.8	35.3	38.2	38.2	41.2	38.2	48.4	32.3	42.4	33.3
Female	72.1	26.2	49.2	33.9	50.8	36.1	45.8	37.3	45.5	40.0

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	64.5	32.3	40.0	40.0	37.1	43.5	40.0	36.7	4.4	42.1
Supervisory	85.7	7.1	57.1	21.4	71.4	14.3	58.3	33.3	66.7	16.7
Management	65.0	35.0	50.0	35.0	60.0	30.0	57.9	31.6	40.0	40.0

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	42.9	57.1	28.6	42.9	28.6	42.9	42.9	42.9	42.9	28.6
30 - 39	52.0	44.0	25.0	54.2	32.0	44.0	43.5	39.1	44.0	36.0
40 - 49	84.8	12.1	59.4	25.0	63.6	27.3	56.3	25.0	50.0	36.7
50 - 54	61.1	33.3	38.9	38.9	44.4	44.4	31.3	37.5	47.1	35.3
55 and over	72.7	27.3	54.5	27.3	36.4	36.4	45.5	45.5	22.2	55.6

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	40.0	40.0	40.0	40.0	40.0	50.0	50.0	40.0	20.0
2 - 5 years	60.0	40.0	50.0	30.0	50.0	20.0	66.7	11.1	75.0	0.0
6 - 10 years	61.5	38.5	46.2	46.2	46.2	46.2	27.3	54.5	33.3	50.0
11 - 20 years	66.7	29.6	34.6	42.3	40.7	37.0	38.5	30.8	40.7	44.4
> 20 years	75.0	19.4	51.4	28.6	52.8	36.1	51.4	34.3	43.8	43.8

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	72.2	16.7	27.8	50.0	22.2	55.6	44.4	27.8	25.0	37.5
TE - Technical	72.7	27.3	40.0	30.0	45.5	27.3	60.0	40.0	60.0	30.0
CR - Clerical	66.7	33.3	52.2	39.1	45.8	33.3	26.1	47.8	36.4	50.0
AS - Administrative Support	33.3	66.7	33.3	33.3	50.0	50.0	50.0	50.0	60.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	71.4	25.7	54.3	25.7	62.9	25.7	57.6	24.2	52.9	29.4

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	58.8	29.4	52.9	32.4	50.0	38.2	44.1	41.2	50.0	29.4
Female	72.1	19.7	62.5	24.6	66.7	21.7	45.0	33.3	63.9	19.7

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.1	24.2	50.0	27.4	59.0	27.9	45.9	36.1	54.8	25.8
Supervisory	85.7	0.0	50.0	28.6	78.6	14.3	50.0	21.4	78.6	0.0
Management	55.0	40.0	60.0	25.0	50.0	35.0	35.0	50.0	55.0	35.0

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	71.4	28.6	71.4	14.3	42.9	42.9	42.9	28.6	71.4	28.6
30 - 39	28.0	64.0	24.0	52.0	16.0	68.0	44.0	40.0	40.0	36.0
40 - 49	87.9	3.0	78.8	9.1	87.5	6.3	43.8	37.5	72.7	12.1
50 - 54	61.1	16.7	33.3	33.3	61.1	16.7	55.6	33.3	61.1	22.2
55 and over	90.9	9.1	63.6	18.2	90.9	9.1	36.4	36.4	54.5	27.3

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	60.0	40.0	70.0	30.0	40.0	20.0	80.0	10.0
2 - 5 years	70.0	20.0	80.0	20.0	60.0	30.0	50.0	20.0	70.0	10.0
6 - 10 years	53.8	38.5	46.2	23.1	38.5	38.5	50.0	33.3	38.5	46.2
11 - 20 years	55.6	33.3	37.0	29.6	55.6	29.6	44.4	44.4	59.3	22.2
> 20 years	77.8	11.1	55.6	25.0	68.6	20.0	41.7	41.7	55.6	25.0

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.6	27.8	55.6	27.8	50.0	38.9	33.3	27.8	33.3	27.8
TE - Technical	81.8	18.2	63.6	27.3	90.9	9.1	54.5	18.2	90.9	9.1
CR - Clerical	70.8	20.8	50.0	20.8	65.2	13.0	41.7	45.8	54.2	25.0
AS - Administrative Support	66.7	33.3	16.7	66.7	33.3	66.7	33.3	35.3	33.3	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	68.6	20.0	54.3	25.7	60.0	28.6	52.9	50.0	71.4	20.0

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	38.7	25.8	51.5	27.3	34.4	21.9
Female	52.5	19.7	61.0	18.6	43.6	10.9

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.0	25.0	60.0	21.7	42.9	17.9
Supervisory	57.1	14.3	64.3	28.6	46.2	7.7
Management	36.8	15.8	47.4	15.8	31.6	10.5

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	33.3	33.3	14.3	42.9	14.3	14.3
30 - 39	29.2	37.5	39.1	39.1	21.7	26.1
40 - 49	69.7	6.1	72.7	12.1	58.1	6.5
50 - 54	52.9	23.5	55.6	22.2	37.5	18.8
55 and over	27.3	18.2	81.8	0.0	60.0	0.0

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	44.4	11.1	50.0	20.0	30.0	10.0
2 - 5 years	55.6	22.2	70.0	20.0	37.5	12.5
6 - 10 years	66.7	25.0	54.5	27.3	36.4	27.3
11 - 20 years	40.7	29.6	53.8	26.9	44.0	16.0
> 20 years	47.2	16.7	61.1	16.7	44.1	11.8

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	41.2	23.5	50.0	33.3	35.3	23.5
TE - Technical	54.5	9.1	90.0	0.0	55.6	0.0
CR - Clerical	54.2	16.7	62.5	12.5	43.5	21.7
AS - Administrative Support	16.7	66.7	40.0	60.0	25.0	25.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	52.9	20.6	54.3	22.9	41.2	8.8

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	55.9	26.5	55.9	35.3	65.6	28.1	59.4	34.4
Female	75.0	18.3	75.0	18.3	65.5	16.4	63.0	29.6

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	67.2	23.0	67.2	24.6	66.1	19.6	66.7	26.3
Supervisory	85.7	7.1	78.6	14.3	75.0	16.7	63.6	27.3
Management	60.0	25.0	65.0	30.0	60.0	25.0	47.4	47.4

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	42.9	28.6	42.9	28.6	57.1	28.6	71.4	28.6
30 - 39	37.5	45.8	37.5	58.3	47.8	34.8	50.0	41.7
40 - 49	81.8	9.1	84.8	6.1	80.6	6.5	63.3	23.3
50 - 54	77.8	16.7	72.2	22.2	60.0	33.3	60.0	40.0
55 and over	90.9	9.1	90.9	9.1	81.8	9.1	80.0	20.0

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	20.0	60.0	30.0	70.0	20.0	70.0	30.0
2 - 5 years	70.0	10.0	70.0	10.0	75.0	0.0	80.0	10.0
6 - 10 years	46.2	30.8	53.8	38.5	50.0	50.0	25.0	75.0
11 - 20 years	65.4	26.9	69.2	26.9	68.0	12.0	76.0	20.0
> 20 years	77.8	16.7	75.0	19.4	66.7	21.2	56.7	30.0

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.1	27.8	61.1	27.8	58.8	17.6	44.4	38.9
TE - Technical	90.0	10.0	90.0	10.0	70.0	10.0	75.0	25.0
CR - Clerical	79.2	12.5	83.3	12.5	71.4	14.3	68.2	27.3
AS - Administrative Support	66.7	33.3	50.0	33.3	60.0	40.0	80.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	62.9	25.7	60.0	34.3	66.7	24.2	65.6	28.1

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	54.5	18.2	51.9	37.0	37.0	37.8	54.8	35.5	45.5	36.4
Female	51.7	30.0	61.1	24.1	52.4	21.4	50.9	24.6	56.6	22.6

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	53.3	25.0	58.8	29.4	50.0	28.6	54.4	29.8	50.0	29.6
Supervisory	64.3	14.3	66.7	8.3	60.0	10.0	50.0	16.7	78.6	7.1
Management	40.0	35.0	52.6	36.8	33.4	33.3	45.0	35.0	36.8	42.1

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	42.9	28.6	40.0	60.0	60.0	20.0	57.1	28.6	42.9	28.6
30 - 39	36.0	36.0	26.1	60.9	30.4	56.5	34.8	52.2	34.8	43.5
40 - 49	60.6	27.3	75.0	3.6	64.0	4.0	62.5	12.5	62.5	9.4
50 - 54	52.9	17.6	71.4	21.4	50.0	25.0	58.8	29.4	57.1	42.9
55 and over	70.0	0.0	80.0	10.0	25.0	0.0	44.4	22.2	60.0	30.0

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	30.0	30.0	50.0	50.0	50.0	37.5	55.6	44.4	44.4	33.3
2 - 5 years	77.8	0.0	75.0	12.5	77.7	0.0	88.9	0.0	77.8	0.0
6 - 10 years	46.2	53.8	45.5	45.5	36.4	45.5	41.7	50.0	16.7	66.7
11 - 20 years	44.4	22.2	56.5	26.1	61.9	23.8	48.0	32.0	45.8	25.0
> 20 years	60.0	22.9	62.5	21.9	23.8	28.5	47.1	23.5	63.6	24.2

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	37.5	31.3	46.2	30.8	57.1	21.4	53.3	26.7	31.3	25.0
TE - Technical	72.7	9.1	90.0	10.0	50.0	25.0	44.4	33.3	90.0	10.0
CR - Clerical	58.3	25.0	63.2	26.3	61.1	16.7	56.5	21.7	57.1	28.6
AS - Administrative Support	50.0	33.3	50.0	33.3	0.0	50.0	40.0	40.0	50.0	25.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	51.4	22.9	54.5	30.3	40.0	33.3	54.3	28.6	50.0	32.5

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	35.3	38.2	50.0	38.2	61.8	38.2	36.7	40.0
Female	31.6	61.4	76.7	20.0	78.7	19.7	52.2	17.4

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	29.3	58.6	65.6	26.2	74.2	24.4	42.6	29.8
Supervisory	42.9	50.0	78.6	21.4	71.4	28.6	54.5	18.2
Management	35.0	40.0	60.0	30.0	70.0	30.0	47.4	21.1

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	28.6	71.4	57.1	42.9	57.1	42.9	66.7	16.7
30 - 39	44.0	36.0	28.0	64.0	32.0	68.0	21.1	47.4
40 - 49	32.3	54.8	90.9	0.0	97.0	0.0	67.9	17.9
50 - 54	27.8	61.1	64.7	23.5	72.2	27.8	28.6	21.4
55 and over	20.0	60.0	81.8	18.2	100.0	0.0	44.4	22.2

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	40.0	50.0	70.0	30.0	70.0	30.0	66.7	11.1
2 - 5 years	55.6	44.4	70.0	30.0	70.0	30.0	50.0	0.0
6 - 10 years	33.3	58.3	46.2	38.5	61.5	38.5	22.2	66.7
11 - 20 years	23.1	42.3	61.5	30.8	74.1	25.9	42.9	28.6
> 20 years	31.4	62.9	75.0	16.7	77.8	19.4	46.7	23.3

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	29.4	52.9	55.6	33.3	55.6	38.9	23.1	38.5
TE - Technical	45.5	36.4	90.9	9.1	90.9	9.1	66.7	11.1
CR - Clerical	18.2	72.7	78.3	17.4	87.5	12.5	42.1	21.1
AS - Administrative Support	20.0	80.0	33.3	50.0	66.7	33.3	33.3	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	42.9	40.0	65.7	31.4	65.7	34.3	54.8	25.8

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	12	Not Important	5	5	6
Somewhat Disagree	22	23	13	Somewhat Important	16	17	12
Neither Agree or Disagree	3	3	2	Important	17	18	14
Somewhat Agree	21	22	25	Very Important	40	42	45
Strongly Agree	40	42	47	Critical	16	17	21
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	13	11	Not Important	10	10	7
Somewhat Disagree	20	21	16	Somewhat Important	16	17	12
Neither Agree or Disagree	2	2	4	Important	12	13	15
Somewhat Agree	27	28	30	Very Important	35	37	41
Strongly Agree	35	37	37	Critical	21	22	22
Non-Response/Unsure	0	0	2	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	12	Not Important	6	6	5
Somewhat Disagree	15	16	17	Somewhat Important	17	18	17
Neither Agree or Disagree	11	12	13	Important	28	29	27
Somewhat Agree	31	32	32	Very Important	28	29	34
Strongly Agree	25	26	23	Critical	13	14	12
Non-Response/Unsure	6	6	5	Non-Response/Unsure	4	4	5
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	14	Not Important	6	6	5
Somewhat Disagree	15	16	17	Somewhat Important	12	13	13
Neither Agree or Disagree	6	6	6	Important	32	33	21
Somewhat Agree	38	40	34	Very Important	34	35	44
Strongly Agree	26	27	28	Critical	10	10	14
Non-Response/Unsure	1	1	1	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	14	Not Important	4	4	4
Somewhat Disagree	13	14	13	Somewhat Important	16	17	14
Neither Agree or Disagree	8	8	6	Important	31	32	23
Somewhat Agree	32	33	29	Very Important	39	41	45
Strongly Agree	30	31	36	Critical	4	4	11
Non-Response/Unsure	2	2	2	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	15	17	Not Important	4	4	4
Somewhat Disagree	18	19	19	Somewhat Important	14	15	17
Neither Agree or Disagree	13	14	11	Important	45	47	32
Somewhat Agree	26	27	30	Very Important	21	22	35
Strongly Agree	22	23	21	Critical	9	9	9
Non-Response/Unsure	3	3	2	Non-Response/Unsure	3	3	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	21	22	22	Not Important	2	2	6
Somewhat Disagree	7	7	13	Somewhat Important	18	19	22
Neither Agree or Disagree	11	12	10	Important	36	38	36
Somewhat Agree	28	29	21	Very Important	36	38	27
Strongly Agree	24	25	28	Critical	1	1	7
Non-Response/Unsure	5	5	7	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	12	Not Important	3	3	5
Somewhat Disagree	15	16	13	Somewhat Important	15	16	16
Neither Agree or Disagree	10	10	8	Important	42	44	32
Somewhat Agree	30	31	27	Very Important	28	29	36
Strongly Agree	28	29	38	Critical	6	6	10
Non-Response/Unsure	2	2	3	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	13	10	Not Important	8	8	7
Somewhat Disagree	17	18	21	Somewhat Important	14	15	11
Neither Agree or Disagree	9	9	8	Important	18	19	21
Somewhat Agree	37	39	36	Very Important	41	43	39
Strongly Agree	21	22	24	Critical	13	14	19
Non-Response/Unsure	0	0	2	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	15	Not Important	8	8	6
Somewhat Disagree	27	28	17	Somewhat Important	15	16	13
Neither Agree or Disagree	6	6	8	Important	26	27	22
Somewhat Agree	25	26	27	Very Important	29	30	41
Strongly Agree	28	29	32	Critical	15	16	15
Non-Response/Unsure	0	0	2	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	16	25	Not Important	7	7	8
Somewhat Disagree	20	21	11	Somewhat Important	17	18	16
Neither Agree or Disagree	10	10	8	Important	24	25	23
Somewhat Agree	17	18	15	Very Important	34	35	36
Strongly Agree	33	34	38	Critical	12	13	14
Non-Response/Unsure	1	1	4	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	16	12	Not Important	4	4	5
Somewhat Disagree	19	20	20	Somewhat Important	18	19	13
Neither Agree or Disagree	11	12	9	Important	22	23	26
Somewhat Agree	27	28	33	Very Important	45	47	40
Strongly Agree	23	24	24	Critical	5	5	14
Non-Response/Unsure	1	1	3	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	9	Not Important	8	8	5
Somewhat Disagree	18	19	16	Somewhat Important	11	12	14
Neither Agree or Disagree	10	10	9	Important	27	28	28
Somewhat Agree	32	33	33	Very Important	33	34	38
Strongly Agree	27	28	30	Critical	13	14	13
Non-Response/Unsure	3	3	3	Non-Response/Unsure	4	4	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	12	Not Important	5	5	5
Somewhat Disagree	21	22	17	Somewhat Important	14	15	13
Neither Agree or Disagree	13	14	9	Important	40	42	28
Somewhat Agree	32	33	29	Very Important	25	26	38
Strongly Agree	18	19	30	Critical	9	9	14
Non-Response/Unsure	4	4	3	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	13	18	Not Important	6	6	6
Somewhat Disagree	17	18	17	Somewhat Important	14	15	12
Neither Agree or Disagree	16	17	13	Important	26	27	22
Somewhat Agree	23	24	21	Very Important	33	34	38
Strongly Agree	19	20	25	Critical	14	15	20
Non-Response/Unsure	9	9	6	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	4	15	Not Important	7	7	7
Somewhat Disagree	24	25	16	Somewhat Important	14	15	12
Neither Agree or Disagree	24	25	14	Important	18	19	18
Somewhat Agree	21	22	25	Very Important	40	42	41
Strongly Agree	21	22	28	Critical	14	15	20
Non-Response/Unsure	2	2	2	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	11	Not Important	10	10	8
Somewhat Disagree	22	23	20	Somewhat Important	14	15	10
Neither Agree or Disagree	6	6	6	Important	14	15	14
Somewhat Agree	38	40	33	Very Important	36	38	44
Strongly Agree	24	25	30	Critical	20	21	24
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	13	11	Not Important	5	5	8
Somewhat Disagree	17	18	14	Somewhat Important	19	20	10
Neither Agree or Disagree	10	10	6	Important	14	15	14
Somewhat Agree	27	28	27	Very Important	43	45	43
Strongly Agree	29	30	41	Critical	13	14	24
Non-Response/Unsure	1	1	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	15	21	Not Important	5	5	6
Somewhat Disagree	19	20	25	Somewhat Important	14	15	11
Neither Agree or Disagree	11	12	5	Important	23	24	14
Somewhat Agree	36	38	31	Very Important	40	42	47
Strongly Agree	15	16	17	Critical	11	12	21
Non-Response/Unsure	1	1	1	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	15	Not Important	6	6	6
Somewhat Disagree	20	21	21	Somewhat Important	15	16	12
Neither Agree or Disagree	11	12	9	Important	19	20	18
Somewhat Agree	32	33	31	Very Important	41	43	47
Strongly Agree	22	23	22	Critical	11	12	16
Non-Response/Unsure	1	1	2	Non-Response/Unsure	4	4	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	15	Not Important	3	3	4
Somewhat Disagree	24	25	16	Somewhat Important	17	18	13
Neither Agree or Disagree	12	13	10	Important	25	26	22
Somewhat Agree	26	27	28	Very Important	38	40	44
Strongly Agree	25	26	29	Critical	10	10	13
Non-Response/Unsure	1	1	2	Non-Response/Unsure	3	3	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	9	9	Not Important	5	5	8
Somewhat Disagree	13	14	16	Somewhat Important	19	20	13
Neither Agree or Disagree	9	9	9	Important	30	31	29
Somewhat Agree	32	33	32	Very Important	32	33	39
Strongly Agree	32	33	30	Critical	6	6	8
Non-Response/Unsure	1	1	4	Non-Response/Unsure	4	4	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	10	Not Important	5	5	5
Somewhat Disagree	14	15	13	Somewhat Important	11	12	11
Neither Agree or Disagree	11	12	7	Important	34	35	30
Somewhat Agree	27	28	29	Very Important	36	38	41
Strongly Agree	33	34	38	Critical	6	6	9
Non-Response/Unsure	3	3	4	Non-Response/Unsure	4	4	4
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	8	Not Important	3	3	3
Somewhat Disagree	15	16	12	Somewhat Important	14	15	12
Neither Agree or Disagree	10	10	7	Important	42	44	34
Somewhat Agree	24	25	27	Very Important	31	32	40
Strongly Agree	36	38	42	Critical	4	4	9
Non-Response/Unsure	3	3	4	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	2	6	Not Important	2	2	4
Somewhat Disagree	15	16	18	Somewhat Important	19	20	14
Neither Agree or Disagree	20	21	15	Important	39	41	34
Somewhat Agree	28	29	29	Very Important	27	28	37
Strongly Agree	26	27	27	Critical	6	6	8
Non-Response/Unsure	5	5	4	Non-Response/Unsure	3	3	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	3	4	Not Important	2	2	4
Somewhat Disagree	8	8	12	Somewhat Important	21	22	12
Neither Agree or Disagree	18	19	13	Important	38	40	32
Somewhat Agree	32	33	29	Very Important	28	29	38
Strongly Agree	34	35	38	Critical	5	5	8
Non-Response/Unsure	1	1	4	Non-Response/Unsure	2	2	5
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	12	Not Important	4	4	3
Somewhat Disagree	12	13	15	Somewhat Important	15	16	12
Neither Agree or Disagree	9	9	6	Important	35	37	32
Somewhat Agree	17	18	23	Very Important	32	33	40
Strongly Agree	45	47	39	Critical	6	6	9
Non-Response/Unsure	2	2	6	Non-Response/Unsure	4	4	4
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	15	Not Important	4	4	6
Somewhat Disagree	18	19	12	Somewhat Important	18	19	11
Neither Agree or Disagree	3	3	4	Important	11	12	13
Somewhat Agree	24	25	23	Very Important	45	47	48
Strongly Agree	41	43	46	Critical	16	17	19
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	17	Not Important	7	7	6
Somewhat Disagree	24	25	18	Somewhat Important	15	16	11
Neither Agree or Disagree	18	19	15	Important	14	15	20
Somewhat Agree	23	24	24	Very Important	47	49	42
Strongly Agree	19	20	22	Critical	10	10	19
Non-Response/Unsure	2	2	3	Non-Response/Unsure	3	3	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	13	18	Not Important	8	8	6
Somewhat Disagree	23	24	20	Somewhat Important	15	16	11
Neither Agree or Disagree	16	17	13	Important	15	16	17
Somewhat Agree	26	27	26	Very Important	42	44	42
Strongly Agree	19	20	22	Critical	14	15	22
Non-Response/Unsure	0	0	2	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	14	17	Not Important	6	6	5
Somewhat Disagree	19	20	17	Somewhat Important	13	14	12
Neither Agree or Disagree	17	18	15	Important	20	21	21
Somewhat Agree	26	27	25	Very Important	45	47	43
Strongly Agree	16	17	22	Critical	10	10	17
Non-Response/Unsure	5	5	4	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	20	Not Important	6	6	6
Somewhat Disagree	23	24	19	Somewhat Important	17	18	11
Neither Agree or Disagree	16	17	17	Important	18	19	20
Somewhat Agree	24	25	21	Very Important	32	33	39
Strongly Agree	15	16	15	Critical	20	21	21
Non-Response/Unsure	7	7	8	Non-Response/Unsure	3	3	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	12	Not Important	7	7	5
Somewhat Disagree	13	14	16	Somewhat Important	17	18	13
Neither Agree or Disagree	9	9	5	Important	21	22	21
Somewhat Agree	30	31	31	Very Important	38	40	46
Strongly Agree	34	35	35	Critical	11	12	14
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	2	1
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	11	Not Important	2	2	3
Somewhat Disagree	16	17	16	Somewhat Important	18	19	17
Neither Agree or Disagree	20	21	16	Important	39	41	36
Somewhat Agree	27	28	29	Very Important	32	33	37
Strongly Agree	23	24	27	Critical	3	3	6
Non-Response/Unsure	0	0	2	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	10	Not Important	5	5	4
Somewhat Disagree	15	16	11	Somewhat Important	16	17	13
Neither Agree or Disagree	12	13	8	Important	34	35	28
Somewhat Agree	18	19	28	Very Important	35	37	44
Strongly Agree	39	41	41	Critical	4	4	10
Non-Response/Unsure	1	1	2	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	17	18	23	Not Important	7	7	7
Somewhat Disagree	18	19	20	Somewhat Important	18	19	14
Neither Agree or Disagree	18	19	14	Important	27	28	26
Somewhat Agree	23	24	24	Very Important	28	29	39
Strongly Agree	19	20	14	Critical	14	15	13
Non-Response/Unsure	1	1	5	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	11	Not Important	8	8	5
Somewhat Disagree	12	13	20	Somewhat Important	18	19	12
Neither Agree or Disagree	17	18	10	Important	19	20	22
Somewhat Agree	28	29	33	Very Important	38	40	43
Strongly Agree	28	29	25	Critical	11	12	16
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	4	9	Not Important	4	4	5
Somewhat Disagree	16	17	15	Somewhat Important	20	21	16
Neither Agree or Disagree	28	29	20	Important	39	41	34
Somewhat Agree	29	30	30	Very Important	22	23	34
Strongly Agree	16	17	20	Critical	9	9	10
Non-Response/Unsure	3	3	6	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	9	Not Important	5	5	4
Somewhat Disagree	14	15	16	Somewhat Important	11	12	13
Neither Agree or Disagree	19	20	13	Important	36	38	29
Somewhat Agree	27	28	29	Very Important	35	37	40
Strongly Agree	27	28	30	Critical	7	7	13
Non-Response/Unsure	3	3	3	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	4	8	Not Important	7	7	4
Somewhat Disagree	9	9	13	Somewhat Important	14	15	14
Neither Agree or Disagree	39	41	25	Important	40	42	33
Somewhat Agree	22	23	26	Very Important	27	28	36
Strongly Agree	14	15	21	Critical	6	6	10
Non-Response/Unsure	8	8	8	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	10	Not Important	4	4	7
Somewhat Disagree	10	10	14	Somewhat Important	12	13	9
Neither Agree or Disagree	10	10	5	Important	26	27	17
Somewhat Agree	32	33	29	Very Important	35	37	41
Strongly Agree	33	34	40	Critical	17	18	25
Non-Response/Unsure	1	1	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	12	Not Important	3	3	6
Somewhat Disagree	12	13	12	Somewhat Important	11	12	9
Neither Agree or Disagree	7	7	5	Important	28	29	17
Somewhat Agree	22	23	24	Very Important	36	38	42
Strongly Agree	43	45	47	Critical	16	17	24
Non-Response/Unsure	1	1	1	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	9	9	12	Not Important	4	4	7
Somewhat Disagree	9	9	11	Somewhat Important	15	16	9
Neither Agree or Disagree	12	13	10	Important	22	23	17
Somewhat Agree	24	25	19	Very Important	35	37	41
Strongly Agree	34	35	42	Critical	18	19	23
Non-Response/Unsure	8	8	6	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	13	15	Not Important	2	2	4
Somewhat Disagree	15	16	7	Somewhat Important	12	13	13
Neither Agree or Disagree	6	6	3	Important	42	44	28
Somewhat Agree	21	22	14	Very Important	32	33	40
Strongly Agree	33	34	56	Critical	6	6	14
Non-Response/Unsure	9	9	5	Non-Response/Unsure	2	2	2
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	4	12	Not Important	5	5	5
Somewhat Disagree	20	21	20	Somewhat Important	14	15	16
Neither Agree or Disagree	21	22	15	Important	38	40	33
Somewhat Agree	30	31	31	Very Important	28	29	35
Strongly Agree	19	20	19	Critical	6	6	6
Non-Response/Unsure	2	2	2	Non-Response/Unsure	5	5	5
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	16	15	Not Important	3	3	8
Somewhat Disagree	8	8	6	Somewhat Important	18	19	12
Neither Agree or Disagree	11	12	8	Important	23	24	20
Somewhat Agree	13	14	11	Very Important	29	30	28
Strongly Agree	35	37	33	Critical	11	12	10
Non-Response/Unsure	14	15	27	Non-Response/Unsure	12	13	22
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

THE NEXT TEN YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	10	16	Not Important	6	6	10
Somewhat Disagree	9	9	6	Somewhat Important	18	19	12
Neither Agree or Disagree	18	19	9	Important	23	24	21
Somewhat Agree	19	20	11	Very Important	25	26	29
Strongly Agree	14	15	33	Critical	8	8	12
Non-Response/Unsure	26	27	26	Non-Response/Unsure	16	17	17
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	9	15	Not Important	7	7	9
Somewhat Disagree	17	18	14	Somewhat Important	20	21	13
Neither Agree or Disagree	17	18	16	Important	24	25	23
Somewhat Agree	24	25	22	Very Important	32	33	39
Strongly Agree	22	23	27	Critical	9	9	12
Non-Response/Unsure	7	7	7	Non-Response/Unsure	4	4	4
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	12	18	Not Important	6	6	6
Somewhat Disagree	14	15	14	Somewhat Important	10	10	15
Neither Agree or Disagree	17	18	13	Important	31	32	29
Somewhat Agree	17	18	17	Very Important	33	34	37
Strongly Agree	28	29	29	Critical	12	13	9
Non-Response/Unsure	9	9	10	Non-Response/Unsure	4	4	4
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	20	19	Not Important	8	8	7
Somewhat Disagree	30	31	21	Somewhat Important	12	13	12
Neither Agree or Disagree	13	14	15	Important	22	23	19
Somewhat Agree	18	19	25	Very Important	36	38	41
Strongly Agree	12	13	14	Critical	15	16	19
Non-Response/Unsure	4	4	7	Non-Response/Unsure	3	3	4
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	18	19	14	Not Important	2	2	4
Somewhat Disagree	7	7	9	Somewhat Important	14	15	12
Neither Agree or Disagree	7	7	4	Important	27	28	22
Somewhat Agree	14	15	19	Very Important	40	42	47
Strongly Agree	49	51	53	Critical	9	9	13
Non-Response/Unsure	1	1	2	Non-Response/Unsure	4	4	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	16	15	Not Important	6	6	7
Somewhat Disagree	10	10	4	Somewhat Important	16	17	10
Neither Agree or Disagree	1	1	2	Important	13	14	13
Somewhat Agree	12	13	9	Very Important	44	46	48
Strongly Agree	58	60	69	Critical	15	16	20
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	2	3
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	12	Not Important	4	4	5
Somewhat Disagree	14	15	15	Somewhat Important	12	13	13
Neither Agree or Disagree	22	23	16	Important	37	39	25
Somewhat Agree	20	21	25	Very Important	30	31	42
Strongly Agree	15	16	21	Critical	11	12	12
Non-Response/Unsure	19	20	11	Non-Response/Unsure	2	2	4
TOTAL	**96**	**100**	**100**	**TOTAL**	**96**	**100**	**100**

Health

Results for the Department of Health are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, retention, merit, opportunities for career advancement, diversity, and department leadership.

Further details regarding overall results for the Department of Health are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 76% of employees feel that coworkers make an effort to help each other ☐ 72% of employees feel that they work as part of a team
Employee Involvement	☐ 62% of employees feel that they can provide input on decisions that affect their job ☐ 68% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 65% of employees know how their work contributes to the department's priorities/purpose ☐ 62% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Quality of Work Life	☐ 66% of employees feel that they have the resources they need to do their job well ☐ 68%of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 60% of employees feel that they have access to training opportunities ☐ 70% of employees feel that they can apply what they've learned in training to their jobs
Leadership	☐ 71% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 73% of employees feel that their department creates a safe work environment ☐ 75% of employees feel safe working in their jobs ☐ 60% of employees feel that harassment is not tolerated in their workplace ☐ 72% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 64% of employees feel that they have a good understanding of their benefits coverage ☐ 68% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 74% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 78% of employees feel that they have the required qualifications to meet the needs of their job

Opportunities for Improvement

Ethics	☐ 46% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Personal Growth	☐ 40% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia
Leadership	☐ 48% of employees feel that their supervisor manages conflict in their workgroup ☐ 49% of employees feel that their department leaders set a good example for employees ☐ 37% of employees feel that senior management will try to resolve issues raised by employees in this survey
Diversity	☐ 48% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 44% of employees feel that their department values diversity
Others	☐ 43% of employees feel that hiring in the government of Nova Scotia is based on merit ☐ 43% of employees feel that they work for an effective organization, one that regularly achieves the goals set out in their business plan
Retention	☐ On average, 45% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 45% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 42% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	71.7	26.4	67.9	26.4	56.6	28.3
Female	77.6	20.7	74.8	23.1	60.1	27.5

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	76.3	21.9	71.5	25.2	53.8	31.3
Supervisory	76.7	23.3	72.4	27.6	76.7	16.7
Management	75.0	22.9	80.9	17.0	74.5	21.3

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	80.0	20.0	60.0	40.0	60.0	40.0
30 - 39	60.0	38.9	63.8	34.0	51.1	33.7
40 - 49	91.5	7.4	86.2	11.7	64.8	23.1
50 - 54	79.0	16.1	68.9	26.2	59.0	27.9
55 and over	73.0	27.0	72.2	25.0	63.9	25.0

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	75.0	25.0	71.9	28.1	53.3	36.7
2 - 5 years	86.7	13.3	91.5	8.5	66.7	18.3
6 - 10 years	72.4	25.3	65.5	32.2	60.5	26.7
11 - 20 years	72.8	24.7	68.4	24.1	59.2	30.3
> 20 years	76.5	20.6	73.5	26.5	47.1	35.3

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	73.5	25.0	71.6	25.4	53.7	31.3
TE - Technical	85.7	14.3	83.3	16.7	85.7	14.3
CR - Clerical	71.9	26.3	68.4	26.3	46.3	25.9
AS - Administrative Support	61.5	30.8	46.2	53.8	38.5	38.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	77.0	21.3	78.3	20.0	76.7	18.3
Other (see survey for list)	81.0	17.7	75.9	21.5	57.7	34.6

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	60.4	32.1	66.0	30.2	62.3	32.1
Female	62.7	33.2	68.8	29.2	51.7	42.5

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	56.3	38.6	65.9	32.2	47.2	45.8
Supervisory	86.7	10.0	76.7	16.7	76.7	20.0
Management	70.8	25.0	72.9	25.0	64.6	33.3

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	40.0	60.0	40.0	60.0	40.0
30 - 39	52.6	42.1	57.9	41.1	50.5	43.2
40 - 49	71.3	25.5	84.0	13.8	53.2	39.4
50 - 54	64.5	29.0	65.6	32.8	59.0	37.7
55 and over	62.2	32.4	59.5	32.4	54.1	40.5

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	65.6	34.4	68.8	31.3	62.5	31.3
2 - 5 years	66.7	26.7	78.3	15.0	58.3	35.0
6 - 10 years	62.1	33.3	67.4	30.2	53.5	38.4
11 - 20 years	56.8	37.0	59.3	39.5	51.9	43.2
> 20 years	64.7	32.4	73.5	26.5	41.2	58.8

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.9	38.2	61.2	34.3	49.3	41.8
TE - Technical	85.7	14.3	85.7	14.3	85.7	14.3
CR - Clerical	66.7	29.8	70.2	26.3	50.9	36.8
AS - Administrative Support	46.2	46.2	61.5	38.5	46.2	53.8
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	77.0	21.3	75.4	23.0	68.9	29.5
Other (see survey for list)	53.2	39.2	65.8	32.9	45.6	50.6

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	60.4	34.0	67.9	30.2	57.7	28.8	52.8	28.3	62.7	33.3	50.9	32.1	56.6	34.0
Female	54.2	36.0	65.5	27.3	59.6	32.8	59.0	31.8	57.4	36.1	59.5	31.2	64.6	27.0

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	51.7	37.3	64.2	28.3	57.4	33.0	54.5	35.2	53.4	39.7	55.9	33.2	62.6	27.5
Supervisory	60.7	32.1	66.7	26.7	58.6	34.5	66.7	16.7	69.0	24.1	66.7	23.3	70.0	23.3
Management	66.7	31.3	72.9	27.1	68.8	25.0	64.6	25.0	72.3	25.5	62.5	29.2	62.5	33.3

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	40.0	60.0	40.0	80.0	20.0	40.0	40.0	100.0	0.0	50.0	25.0	60.0	40.0
30 - 39	47.8	40.2	57.4	37.2	55.9	31.2	51.6	40.0	47.3	40.9	56.4	33.0	52.6	40.0
40 - 49	65.5	29.9	80.9	12.8	60.9	32.6	68.8	21.5	64.8	30.7	64.5	26.9	72.8	17.4
50 - 54	56.7	36.7	60.7	29.5	61.7	30.0	54.8	33.9	61.0	37.3	50.8	37.7	60.7	26.2
55 and over	48.5	36.4	58.3	38.9	58.3	38.9	50.0	30.6	62.2	35.1	59.5	27.0	69.4	27.8

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	51.7	37.9	67.7	29.0	62.5	28.1	65.6	28.1	64.3	28.6	67.7	22.6	68.8	25.0
2 - 5 years	72.7	18.2	85.0	8.3	67.2	20.7	64.4	23.7	61.0	28.8	65.0	23.3	75.0	16.7
6 - 10 years	56.0	36.9	67.8	24.1	61.6	27.9	55.2	33.3	62.7	32.5	64.0	27.9	60.9	29.9
11 - 20 years	44.7	43.4	48.1	44.3	54.4	39.2	50.0	38.8	48.7	46.2	48.1	38.0	56.4	33.3
> 20 years	52.9	41.2	67.6	32.4	46.9	50.0	61.8	26.5	60.6	36.4	44.1	47.1	57.6	36.4

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	59.1	31.8	60.3	33.8	54.5	30.3	52.9	36.8	55.4	36.9	52.9	30.9	58.8	26.5
TE - Technical	83.3	16.7	85.7	0.0	71.4	14.3	71.4	14.3	83.3	16.7	57.1	14.3	57.1	42.9
CR - Clerical	46.2	40.4	66.7	31.6	73.7	21.1	66.7	19.3	63.0	22.2	63.6	20.0	67.9	25.0
AS - Administrative Support	53.8	23.1	69.2	23.1	30.8	46.2	15.4	76.9	8.3	91.7	33.3	58.3	61.5	23.1
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	66.7	33.3	73.8	24.6	71.7	23.3	63.9	23.0	76.7	21.7	62.3	31.1	62.3	32.8
Other (see survey for list)	46.7	42.7	61.0	26.0	45.5	48.1	53.8	38.5	46.2	50.0	56.4	38.5	62.8	30.8

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.9	34.0	53.8	34.6
Female	61.5	32.5	48.0	38.3

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	60.9	31.4	48.0	38.7
Supervisory	66.7	26.7	60.7	25.0
Management	47.8	43.5	47.8	39.1

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	60.0	40.0	40.0
30 - 39	53.8	38.7	51.6	34.1
40 - 49	67.8	27.6	47.7	38.4
50 - 54	56.5	30.6	49.2	41.0
55 and over	63.9	30.6	51.4	37.1

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	63.3	33.3	53.8	38.5
2 - 5 years	70.7	22.4	54.2	35.6
6 - 10 years	62.4	29.4	54.1	28.2
11 - 20 years	50.6	39.2	41.6	45.5
> 20 years	50.0	43.8	43.8	46.9

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.6	30.3	44.6	43.1
TE - Technical	85.7	0.0	66.7	16.7
CR - Clerical	69.1	29.1	55.8	25.0
AS - Administrative Support	23.1	76.9	23.1	69.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	50.8	39.0	49.2	39.0
Other (see survey for list)	61.3	30.7	47.4	39.5

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	58.5	30.2	71.7	22.6	64.2	30.2
Female	55.6	34.9	65.6	29.5	70.1	25.7

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.3	35.3	64.7	29.8	67.9	27.0
Supervisory	46.7	36.7	63.3	36.7	73.3	26.7
Management	64.6	27.1	77.1	16.7	70.8	25.0

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	20.0	60.0	40.0	60.0	40.0
30 - 39	52.6	42.1	56.8	38.9	55.8	41.1
40 - 49	58.8	25.5	76.6	20.2	83.0	14.9
50 - 54	58.1	37.1	69.4	24.2	69.4	21.0
55 and over	56.8	29.7	62.2	27.0	67.6	27.0

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	65.6	31.3	68.8	28.1	75.0	25.0
2 - 5 years	68.3	20.0	71.7	21.7	75.0	18.3
6 - 10 years	51.7	36.8	67.8	26.4	66.7	28.7
11 - 20 years	51.9	37.0	66.7	29.6	67.9	28.4
> 20 years	50.0	44.1	52.9	41.2	61.8	32.4

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.9	35.3	63.2	29.4	64.7	32.4
TE - Technical	71.4	14.3	85.7	14.3	85.7	14.3
CR - Clerical	68.4	22.8	75.4	22.8	70.2	24.6
AS - Administrative Support	53.8	46.2	61.5	30.8	69.2	30.8
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	59.0	32.8	73.8	21.3	73.8	23.0
Other (see survey for list)	41.8	43.0	54.4	39.2	63.3	29.1

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	54.7	35.8	52.8	34.0	55.8	26.9
Female	51.7	44.6	56.9	35.6	58.3	32.1

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	51.4	43.5	52.1	38.0	53.1	34.7
Supervisory	53.3	43.3	60.0	36.7	63.3	26.7
Management	54.2	41.7	68.8	25.0	72.9	20.8

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	80.0	20.0	60.0	20.0	60.0	20.0
30 - 39	49.5	48.4	51.6	38.9	46.3	43.2
40 - 49	46.8	46.8	58.5	35.1	64.9	22.3
50 - 54	60.7	36.1	57.4	32.8	60.7	29.5
55 and over	54.1	35.1	55.6	36.1	61.1	30.6

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	53.1	43.8	62.5	31.3	61.3	29.0
2 - 5 years	53.2	41.9	63.9	26.2	66.1	19.4
6 - 10 years	58.6	39.1	49.4	40.2	55.2	37.9
11 - 20 years	48.1	41.8	57.0	34.2	51.3	34.6
> 20 years	39.4	60.6	48.5	48.5	58.8	32.4

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.9	39.7	45.6	41.2	49.3	37.3
TE - Technical	57.1	42.9	71.4	14.3	71.4	14.3
CR - Clerical	53.4	39.7	63.8	27.6	63.8	22.4
AS - Administrative Support	23.1	76.9	38.5	61.5	38.5	61.5
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	49.2	47.5	68.9	24.6	72.1	21.3
Other (see survey for list)	54.4	41.8	49.4	44.3	50.0	38.5

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	57.7	32.7	59.6	32.7	65.4	25.0	57.7	17.3	64.0	14.0	65.4	30.8
Female	65.8	25.0	68.1	26.8	72.0	22.5	62.4	22.6	70.6	16.2	70.5	25.2

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.7	25.4	68.3	26.0	72.2	21.5	61.1	21.6	70.4	14.6	72.5	23.7
Supervisory	60.0	23.3	60.0	30.0	70.0	20.0	65.5	24.1	70.0	20.0	60.0	30.0
Management	58.3	35.4	62.5	35.4	64.6	31.3	58.3	22.9	64.6	18.8	64.6	33.3

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	40.0	40.0	60.0	40.0	60.0	60.0	40.0	60.0	40.0	60.0	40.0
30 - 39	52.7	37.6	49.5	46.2	54.3	40.2	47.8	31.5	54.3	28.7	63.4	34.4
40 - 49	70.8	18.8	80.9	11.7	87.2	5.3	67.7	10.4	86.5	5.6	76.9	18.7
50 - 54	70.5	24.6	73.3	25.0	71.7	25.0	71.2	8.5	71.7	6.7	70.5	26.2
55 and over	63.9	22.2	63.9	25.0	72.2	16.7	61.1	25.0	63.9	19.4	68.6	22.9

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	54.8	41.9	54.8	41.9	61.3	35.5	56.3	34.4	59.4	34.4	73.3	23.3
2 - 5 years	66.1	17.7	71.0	16.1	75.8	11.3	65.6	18.0	74.6	8.5	74.2	21.0
6 - 10 years	64.7	27.1	69.1	27.2	71.6	23.5	56.8	21.0	68.3	13.4	73.8	21.4
11 - 20 years	66.3	24.8	65.0	32.5	70.0	26.3	65.8	21.5	70.9	15.2	62.8	34.6
> 20 years	61.8	35.3	66.7	27.3	70.6	23.5	57.6	21.2	69.7	18.2	65.6	31.3

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	54.4	32.4	56.1	38.4	66.7	24.2	52.3	23.1	63.6	19.7	58.8	38.2
TE - Technical	57.1	28.6	71.4	14.3	71.4	14.3	57.1	14.3	83.3	0.0	71.4	14.3
CR - Clerical	64.9	29.8	63.6	34.5	69.6	28.6	61.1	27.8	71.4	17.9	70.4	25.9
AS - Administrative Support	91.7	8.3	61.5	23.1	61.5	23.1	53.8	23.1	53.8	23.1	84.6	15.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.9	26.2	67.2	27.9	68.9	24.6	62.3	21.3	70.5	16.4	65.6	20.5
Other (see survey for list)	64.6	25.3	74.0	20.8	75.3	19.5	66.7	19.2	71.1	11.8	77.6	17.1

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	66.0	28.3	53.8	34.6	51.9	28.8	47.2	36.4	42.0	30.0
Female	71.6	23.5	49.6	37.4	53.1	36.5	50.4	36.6	39.3	46.0

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	69.6	25.3	49.3	37.9	52.6	35.8	45.9	38.2	38.3	46.4
Supervisory	70.0	26.7	53.3	30.0	58.6	34.5	62.1	27.6	44.8	34.5
Management	75.0	18.8	50.0	39.6	47.9	35.4	58.3	25.0	41.7	35.4

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	40.0	40.0	60.0	40.0	60.0	75.0	25.0	50.0	50.0
30 - 39	57.9	35.8	54.7	34.7	55.8	28.4	46.7	34.8	41.2	41.2
40 - 49	89.6	7.3	45.3	36.8	50.5	40.0	55.4	33.7	33.7	49.4
50 - 54	61.3	32.3	50.0	39.7	53.3	36.7	49.2	36.1	42.4	37.3
55 and over	70.3	24.3	55.6	36.1	54.1	35.1	42.9	37.1	47.2	38.9

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	65.6	31.3	62.5	31.3	62.5	34.4	55.6	37.0	51.9	37.0
2 - 5 years	82.3	9.7	48.4	35.5	51.6	35.5	45.0	36.7	37.5	42.9
6 - 10 years	65.5	29.9	48.8	36.9	56.5	30.6	50.6	30.6	41.3	42.5
11 - 20 years	66.7	29.6	48.7	39.7	51.3	38.8	55.7	34.2	38.5	43.6
> 20 years	76.5	17.6	50.0	41.2	41.2	41.2	38.2	41.2	33.3	48.5

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	63.2	32.4	46.2	41.5	51.5	33.3	48.4	32.8	43.3	38.3
TE - Technical	71.4	14.3	71.4	0.0	71.4	14.3	71.4	14.3	80.0	0.0
CR - Clerical	72.4	17.2	68.4	22.8	67.2	25.9	56.4	29.1	46.0	44.0
AS - Administrative Support	53.8	46.2	38.5	53.8	30.8	61.5	16.7	83.3	25.0	66.7
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	73.8	19.7	49.2	39.3	49.2	34.4	54.1	31.1	37.7	37.7
Other (see survey for list)	75.0	23.8	37.5	46.3	43.0	45.6	43.6	39.7	30.4	53.2

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	61.5	36.5	47.2	28.3	67.9	28.3	44.0	36.0	62.3	22.6
Female	59.8	36.9	56.2	27.2	72.5	20.8	41.6	41.2	58.4	30.7

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.6	41.6	49.3	30.6	71.0	22.4	40.0	43.9	54.7	32.5
Supervisory	70.0	20.0	73.3	23.3	73.3	23.3	43.3	23.3	70.0	20.0
Management	77.1	22.9	66.7	16.7	72.9	20.8	48.9	36.2	72.9	18.8

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	60.0	40.0	0.0	40.0	60.0	20.0	80.0	20.0	60.0
30 - 39	51.6	45.3	45.1	34.1	54.3	38.0	50.0	33.7	51.1	34.0
40 - 49	66.3	29.5	66.0	18.1	87.1	5.4	29.7	52.7	67.7	23.7
50 - 54	63.9	32.8	50.0	31.7	75.4	19.7	49.2	34.4	59.0	31.1
55 and over	63.9	36.1	59.5	29.7	73.0	24.3	42.4	30.3	62.2	24.3

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	56.3	43.8	44.8	31.0	58.6	34.5	64.3	28.6	53.3	40.0
2 - 5 years	64.5	32.3	60.7	24.6	83.3	11.7	35.6	39.0	66.1	25.8
6 - 10 years	64.0	31.4	55.8	26.7	74.7	19.5	38.6	39.8	64.4	24.1
11 - 20 years	50.6	46.8	53.8	30.8	64.6	31.6	44.3	41.8	50.0	37.2
> 20 years	67.6	29.4	50.0	23.5	70.6	14.7	35.3	52.9	58.8	20.6

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.4	41.2	44.6	36.9	65.7	29.9	40.9	37.9	58.8	25.0
TE - Technical	100.0	0.0	85.7	0.0	100.0	0.0	71.4	28.6	57.1	42.9
CR - Clerical	55.2	41.4	50.9	22.8	70.4	25.9	50.0	37.5	60.7	32.1
AS - Administrative Support	69.2	30.8	46.2	30.8	76.9	15.4	38.5	53.8	46.2	38.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	73.8	23.0	65.6	19.7	77.0	18.0	43.3	36.7	70.5	19.7
Other (see survey for list)	48.8	46.3	54.4	31.6	70.0	21.3	34.6	46.2	50.0	37.5

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	46.9	24.5	60.0	22.0	40.8	16.3
Female	52.6	22.8	61.0	25.6	50.0	18.9

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	49.5	25.7	61.4	25.7	46.2	20.8
Supervisory	67.9	10.7	51.7	27.6	60.7	14.3
Management	47.8	21.7	63.0	21.7	46.7	13.3

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	40.0	60.0	40.0	40.0	20.0
30 - 39	41.4	35.6	51.7	31.5	41.2	25.9
40 - 49	58.9	14.4	70.2	16.0	52.8	13.5
50 - 54	60.7	18.0	61.3	30.6	52.6	19.3
55 and over	42.4	24.2	57.1	22.9	47.1	14.7

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	53.6	35.7	64.3	25.0	65.5	24.1
2 - 5 years	52.5	16.9	67.2	16.4	46.6	10.3
6 - 10 years	55.3	22.4	65.1	22.1	49.4	18.5
11 - 20 years	44.4	27.8	50.0	33.3	40.8	26.8
> 20 years	54.5	18.2	60.6	30.3	50.0	12.5

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	44.4	30.2	56.9	30.8	42.9	23.8
TE - Technical	57.1	0.0	85.7	14.3	57.1	0.0
CR - Clerical	51.9	24.1	50.9	27.3	42.6	21.3
AS - Administrative Support	61.5	23.1	46.2	46.2	46.2	15.4
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	60.0	20.0	66.7	20.0	56.9	13.8
Other (see survey for list)	44.0	24.0	62.3	23.4	44.2	20.8

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	66.0	24.5	67.9	26.4	53.3	26.7	61.5	32.7
Female	74.1	20.2	76.5	19.3	67.0	23.0	77.4	21.8

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	73.3	20.3	75.1	20.3	65.8	22.3	76.2	22.4
Supervisory	66.7	26.7	76.7	16.7	73.1	23.1	72.4	24.1
Management	72.9	20.8	72.9	25.0	54.3	30.4	67.4	30.4

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	60.0	40.0	40.0	80.0	20.0	40.0	60.0
30 - 39	62.1	32.6	60.0	35.8	55.8	36.0	55.8	40.0
40 - 49	81.3	9.4	91.7	5.2	76.1	12.5	94.5	5.5
50 - 54	77.4	19.4	74.2	21.0	63.3	21.7	74.6	25.4
55 and over	73.0	18.9	75.7	18.9	60.0	25.7	77.1	20.0

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	68.8	31.3	71.9	25.0	66.7	25.9	64.5	35.5
2 - 5 years	77.4	16.1	82.3	12.9	69.5	16.9	85.0	13.3
6 - 10 years	75.9	17.2	74.7	21.8	59.8	25.6	71.8	24.7
11 - 20 years	66.7	24.7	71.6	23.5	65.8	25.0	72.2	26.6
> 20 years	73.5	20.6	73.5	20.6	67.7	25.8	77.4	22.6

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.8	29.4	64.7	30.9	63.6	29.1	59.7	35.8
TE - Technical	100.0	0.0	85.7	14.3	60.0	0.0	80.0	20.0
CR - Clerical	72.4	25.9	74.1	19.0	70.9	20.0	73.7	24.6
AS - Administrative Support	61.5	30.8	61.5	30.8	58.3	16.7	76.9	23.1
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	78.7	18.0	78.7	19.7	63.3	28.3	76.3	22.0
Other (see survey for list)	73.8	15.0	80.0	15.0	59.5	24.1	82.9	17.1

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	56.0	24.0	58.1	27.9	45.2	31.0	58.8	19.6	54.2	27.1
Female	52.7	33.8	64.5	25.3	62.7	21.1	60.8	26.6	46.9	36.0

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.5	32.2	62.0	28.0	61.6	23.3	60.3	25.1	49.2	32.6
Supervisory	55.2	27.6	72.7	13.6	69.5	13.0	66.7	22.2	53.6	35.7
Management	43.5	34.8	62.2	24.3	42.1	28.9	54.3	30.4	39.5	41.9

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	100.0	0.0	80.0	20.0	66.6	33.3	60.0	20.0	40.0	0.0
30 - 39	43.0	43.0	42.3	45.1	47.4	35.9	54.9	35.4	42.5	43.8
40 - 49	61.3	26.9	85.2	3.7	74.1	9.4	75.0	16.3	47.7	34.1
50 - 54	53.3	28.3	62.7	23.5	55.3	23.7	50.0	25.0	54.7	28.3
55 and over	56.8	24.3	70.4	25.9	47.1	29.4	48.5	30.3	50.0	31.3

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	71.4	25.0	60.0	35.0	77.0	15.2	67.9	25.0	53.8	26.9
2 - 5 years	51.7	35.0	70.5	22.7	56.5	23.9	64.2	22.6	40.0	36.4
6 - 10 years	54.7	26.7	63.2	26.3	57.1	22.3	56.3	25.0	50.0	36.5
11 - 20 years	46.8	39.2	59.7	27.4	65.1	20.6	62.0	25.3	53.5	33.8
> 20 years	52.9	29.4	61.5	19.2	37.5	33.4	51.5	33.3	39.4	36.4

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	48.5	31.8	50.0	39.6	49.0	37.3	55.0	30.0	48.3	31.7
TE - Technical	57.1	14.3	60.0	20.0	66.7	33.3	57.1	14.3	71.4	14.3
CR - Clerical	60.7	32.1	62.5	22.5	64.4	20.0	57.7	28.8	49.0	30.6
AS - Administrative Support	53.8	46.2	50.0	37.5	54.6	27.3	50.0	33.3	50.0	33.3
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	45.8	35.6	72.9	18.8	54.2	23.0	60.3	27.6	45.5	43.6
Other (see survey for list)	53.8	31.3	66.7	22.8	67.8	13.6	64.1	20.5	40.6	39.1

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	42.3	40.4	61.5	30.8	64.2	30.2	52.4	35.7
Female	46.4	36.6	78.2	18.0	81.4	18.2	50.2	33.2

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	44.8	39.8	76.1	19.7	78.7	20.4	48.6	33.0
Supervisory	53.6	21.4	73.3	23.3	76.7	20.0	59.3	33.3
Management	43.5	37.0	72.3	21.3	77.1	20.8	51.1	37.8

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	40.0	60.0	40.0	60.0	40.0	50.0	50.0
30 - 39	53.0	36.1	62.8	36.2	60.6	38.3	50.7	37.3
40 - 49	39.8	39.8	90.5	3.2	96.9	2.1	52.9	29.4
50 - 54	46.7	35.0	72.1	24.6	75.8	22.6	49.1	33.3
55 and over	38.2	38.2	74.3	14.3	81.1	16.2	50.0	33.3

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	30.0	Fav. %	Unfav. %
< 2 years	53.8	38.5	71.9	25.0	71.0	25.8	60.9	30.4
2 - 5 years	34.5	40.0	85.5	8.1	90.3	8.1	51.9	26.9
6 - 10 years	45.8	31.3	74.1	21.2	74.7	25.3	57.3	29.3
11 - 20 years	53.8	38.5	67.1	29.1	75.3	23.5	45.8	41.7
> 20 years	35.3	47.1	81.8	15.2	79.4	17.6	36.7	40.0

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	42.9	46.0	65.7	32.8	69.1	29.4	45.3	41.5
TE - Technical	42.9	28.6	71.4	14.3	71.4	14.3	57.1	0.0
CR - Clerical	46.3	35.2	74.1	19.0	79.3	19.0	63.4	22.0
AS - Administrative Support	33.3	50.0	84.6	15.4	84.6	15.4	46.2	46.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	45.8	37.3	78.3	16.7	82.0	18.0	57.6	35.6
Other (see survey for list)	43.8	35.6	78.2	16.7	79.7	19.0	38.0	38.0

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	10	12	Not Important	19	6	6
Somewhat Disagree	35	12	13	Somewhat Important	35	12	12
Neither Agree or Disagree	5	2	2	Important	43	15	14
Somewhat Agree	70	24	25	Very Important	114	38	45
Strongly Agree	155	52	47	Critical	78	26	21
Non-Response/Unsure	2	1	1	Non-Response/Unsure	8	3	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	9	11	Not Important	20	7	7
Somewhat Disagree	43	15	16	Somewhat Important	39	13	12
Neither Agree or Disagree	8	3	4	Important	35	12	15
Somewhat Agree	95	32	30	Very Important	113	38	41
Strongly Agree	119	40	37	Critical	80	27	22
Non-Response/Unsure	5	2	2	Non-Response/Unsure	10	3	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	13	12	Not Important	10	3	5
Somewhat Disagree	43	15	17	Somewhat Important	47	16	17
Neither Agree or Disagree	37	13	13	Important	67	23	27
Somewhat Agree	81	27	32	Very Important	108	36	34
Strongly Agree	89	30	23	Critical	52	18	12
Non-Response/Unsure	10	3	5	Non-Response/Unsure	13	4	5
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	14	14	Not Important	15	5	5
Somewhat Disagree	56	19	17	Somewhat Important	40	14	13
Neither Agree or Disagree	14	5	6	Important	44	15	21
Somewhat Agree	95	32	34	Very Important	141	48	44
Strongly Agree	88	30	28	Critical	48	16	14
Non-Response/Unsure	2	1	1	Non-Response/Unsure	9	3	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	14	14	Not Important	12	4	4
Somewhat Disagree	46	16	13	Somewhat Important	43	15	14
Neither Agree or Disagree	7	2	6	Important	50	17	23
Somewhat Agree	92	31	29	Very Important	136	46	45
Strongly Agree	109	37	36	Critical	46	16	11
Non-Response/Unsure	3	1	2	Non-Response/Unsure	10	3	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	50	17	17	Not Important	7	2	4
Somewhat Disagree	70	24	19	Somewhat Important	44	15	17
Neither Agree or Disagree	17	6	11	Important	81	27	32
Somewhat Agree	99	33	30	Very Important	126	42	35
Strongly Agree	58	20	21	Critical	30	10	9
Non-Response/Unsure	3	1	2	Non-Response/Unsure	9	3	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	63	21	22	Not Important	11	4	6
Somewhat Disagree	37	13	13	Somewhat Important	53	18	22
Neither Agree or Disagree	25	8	10	Important	113	38	36
Somewhat Agree	69	23	21	Very Important	84	28	27
Strongly Agree	85	29	28	Critical	31	10	7
Non-Response/Unsure	18	6	7	Non-Response/Unsure	5	2	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	11	12	Not Important	9	3	5
Somewhat Disagree	48	16	13	Somewhat Important	47	16	16
Neither Agree or Disagree	18	6	8	Important	82	28	32
Somewhat Agree	87	29	27	Very Important	111	37	36
Strongly Agree	106	36	38	Critical	44	15	10
Non-Response/Unsure	5	2	3	Non-Response/Unsure	4	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	10	10	Not Important	22	7	7
Somewhat Disagree	63	21	21	Somewhat Important	33	11	11
Neither Agree or Disagree	25	8	8	Important	42	14	21
Somewhat Agree	114	38	36	Very Important	126	42	39
Strongly Agree	57	19	24	Critical	67	23	19
Non-Response/Unsure	9	3	2	Non-Response/Unsure	7	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	14	15	Not Important	18	6	6
Somewhat Disagree	51	17	17	Somewhat Important	40	14	13
Neither Agree or Disagree	32	11	8	Important	48	16	22
Somewhat Agree	85	29	27	Very Important	129	43	41
Strongly Agree	84	28	32	Critical	57	19	15
Non-Response/Unsure	4	1	2	Non-Response/Unsure	5	2	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	21	25	Not Important	15	5	8
Somewhat Disagree	39	13	11	Somewhat Important	43	15	16
Neither Agree or Disagree	17	6	8	Important	59	20	23
Somewhat Agree	41	14	15	Very Important	127	43	36
Strongly Agree	124	42	38	Critical	47	16	14
Non-Response/Unsure	15	5	4	Non-Response/Unsure	6	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	25	8	12	Not Important	17	6	5
Somewhat Disagree	66	22	20	Somewhat Important	32	11	13
Neither Agree or Disagree	31	10	9	Important	72	24	26
Somewhat Agree	103	35	33	Very Important	122	41	40
Strongly Agree	66	22	24	Critical	48	16	14
Non-Response/Unsure	6	2	3	Non-Response/Unsure	6	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	7	9	Not Important	14	5	5
Somewhat Disagree	60	20	16	Somewhat Important	42	14	14
Neither Agree or Disagree	25	8	9	Important	73	25	28
Somewhat Agree	103	35	33	Very Important	116	39	38
Strongly Agree	81	27	30	Critical	47	16	13
Non-Response/Unsure	6	2	3	Non-Response/Unsure	5	2	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	14	12	Not Important	16	5	5
Somewhat Disagree	51	17	17	Somewhat Important	34	11	13
Neither Agree or Disagree	22	7	9	Important	79	27	28
Somewhat Agree	90	30	29	Very Important	119	40	38
Strongly Agree	80	27	30	Critical	46	16	14
Non-Response/Unsure	12	4	3	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	57	19	18	Not Important	18	6	6
Somewhat Disagree	48	16	17	Somewhat Important	39	13	12
Neither Agree or Disagree	37	13	13	Important	61	21	22
Somewhat Agree	63	21	21	Very Important	109	37	38
Strongly Agree	75	25	25	Critical	65	22	20
Non-Response/Unsure	17	6	6	Non-Response/Unsure	5	2	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	14	15	Not Important	25	8	7
Somewhat Disagree	59	20	16	Somewhat Important	31	10	12
Neither Agree or Disagree	29	10	14	Important	36	12	18
Somewhat Agree	78	26	25	Very Important	122	41	41
Strongly Agree	88	30	28	Critical	80	27	20
Non-Response/Unsure	2	1	2	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	9	11	Not Important	21	7	8
Somewhat Disagree	57	19	20	Somewhat Important	33	11	10
Neither Agree or Disagree	15	5	6	Important	32	11	14
Somewhat Agree	107	36	33	Very Important	125	42	44
Strongly Agree	90	30	30	Critical	83	28	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	31	10	11	Not Important	24	8	8
Somewhat Disagree	47	16	14	Somewhat Important	36	12	10
Neither Agree or Disagree	13	4	6	Important	23	8	14
Somewhat Agree	78	26	27	Very Important	119	40	43
Strongly Agree	126	42	41	Critical	92	31	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	16	21	Not Important	17	6	6
Somewhat Disagree	79	27	25	Somewhat Important	39	13	11
Neither Agree or Disagree	14	5	5	Important	45	15	14
Somewhat Agree	102	34	31	Very Important	128	43	47
Strongly Agree	51	17	17	Critical	65	22	21
Non-Response/Unsure	3	1	1	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	12	15	Not Important	13	4	6
Somewhat Disagree	69	23	21	Somewhat Important	41	14	12
Neither Agree or Disagree	25	8	9	Important	50	17	18
Somewhat Agree	88	30	31	Very Important	134	45	47
Strongly Agree	76	26	22	Critical	55	19	16
Non-Response/Unsure	4	1	2	Non-Response/Unsure	4	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	13	15	Not Important	9	3	4
Somewhat Disagree	54	18	16	Somewhat Important	41	14	13
Neither Agree or Disagree	32	11	10	Important	61	21	22
Somewhat Agree	78	26	28	Very Important	134	45	44
Strongly Agree	91	31	29	Critical	46	16	13
Non-Response/Unsure	4	1	2	Non-Response/Unsure	6	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	10	9	Not Important	28	9	8
Somewhat Disagree	48	16	16	Somewhat Important	48	16	13
Neither Agree or Disagree	27	9	9	Important	94	32	29
Somewhat Agree	101	34	32	Very Important	101	34	39
Strongly Agree	87	29	30	Critical	19	6	8
Non-Response/Unsure	4	1	4	Non-Response/Unsure	7	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	10	10	Not Important	21	7	5
Somewhat Disagree	50	17	13	Somewhat Important	33	11	11
Neither Agree or Disagree	16	5	7	Important	96	32	30
Somewhat Agree	81	27	29	Very Important	109	37	41
Strongly Agree	111	37	38	Critical	28	9	9
Non-Response/Unsure	9	3	4	Non-Response/Unsure	10	3	4
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	9	8	Not Important	9	3	3
Somewhat Disagree	40	14	12	Somewhat Important	34	11	12
Neither Agree or Disagree	18	6	7	Important	114	38	34
Somewhat Agree	84	28	27	Very Important	112	38	40
Strongly Agree	121	41	42	Critical	21	7	9
Non-Response/Unsure	8	3	4	Non-Response/Unsure	7	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	17	6	6	Not Important	11	4	4
Somewhat Disagree	46	16	18	Somewhat Important	50	17	14
Neither Agree or Disagree	48	16	15	Important	106	36	34
Somewhat Agree	90	30	29	Very Important	105	35	37
Strongly Agree	86	29	27	Critical	18	6	8
Non-Response/Unsure	10	3	4	Non-Response/Unsure	7	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	3	4	Not Important	11	4	4
Somewhat Disagree	37	13	12	Somewhat Important	41	14	12
Neither Agree or Disagree	42	14	13	Important	109	37	32
Somewhat Agree	85	29	29	Very Important	101	34	38
Strongly Agree	114	38	38	Critical	22	7	8
Non-Response/Unsure	11	4	4	Non-Response/Unsure	13	4	5
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	11	12	Not Important	9	3	3
Somewhat Disagree	42	14	15	Somewhat Important	36	12	12
Neither Agree or Disagree	12	4	6	Important	109	37	32
Somewhat Agree	70	24	23	Very Important	112	38	40
Strongly Agree	130	44	39	Critical	22	7	9
Non-Response/Unsure	10	3	6	Non-Response/Unsure	9	3	4
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	11	15	Not Important	15	5	6
Somewhat Disagree	40	14	12	Somewhat Important	40	14	11
Neither Agree or Disagree	15	5	4	Important	34	11	13
Somewhat Agree	70	24	23	Very Important	142	48	48
Strongly Agree	140	47	46	Critical	65	22	19
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	14	17	Not Important	15	5	6
Somewhat Disagree	67	23	18	Somewhat Important	38	13	11
Neither Agree or Disagree	37	13	15	Important	53	18	20
Somewhat Agree	77	26	24	Very Important	132	44	42
Strongly Agree	69	23	22	Critical	58	20	19
Non-Response/Unsure	6	2	3	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	15	18	Not Important	18	6	6
Somewhat Disagree	59	20	20	Somewhat Important	38	13	11
Neither Agree or Disagree	35	12	13	Important	45	15	17
Somewhat Agree	88	30	26	Very Important	122	41	42
Strongly Agree	67	23	22	Critical	72	24	22
Non-Response/Unsure	3	1	2	Non-Response/Unsure	2	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	17	17	Not Important	19	6	5
Somewhat Disagree	50	17	17	Somewhat Important	33	11	12
Neither Agree or Disagree	44	15	15	Important	62	21	21
Somewhat Agree	77	26	25	Very Important	129	43	43
Strongly Agree	66	22	22	Critical	53	18	17
Non-Response/Unsure	11	4	4	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	59	20	20	Not Important	22	7	6
Somewhat Disagree	60	20	19	Somewhat Important	36	12	11
Neither Agree or Disagree	47	16	17	Important	57	19	20
Somewhat Agree	59	20	21	Very Important	120	40	39
Strongly Agree	50	17	15	Critical	60	20	21
Non-Response/Unsure	22	7	8	Non-Response/Unsure	2	1	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	13	12	Not Important	15	5	5
Somewhat Disagree	70	24	16	Somewhat Important	41	14	13
Neither Agree or Disagree	9	3	5	Important	58	20	21
Somewhat Agree	97	33	31	Very Important	139	47	46
Strongly Agree	80	27	35	Critical	42	14	14
Non-Response/Unsure	3	1	1	Non-Response/Unsure	2	1	1
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	11	11	Not Important	6	2	3
Somewhat Disagree	47	16	16	Somewhat Important	53	18	17
Neither Agree or Disagree	52	18	16	Important	102	34	36
Somewhat Agree	85	29	29	Very Important	114	38	37
Strongly Agree	73	25	27	Critical	19	6	6
Non-Response/Unsure	8	3	2	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	9	10	Not Important	8	3	4
Somewhat Disagree	38	13	11	Somewhat Important	43	15	13
Neither Agree or Disagree	18	6	8	Important	77	26	28
Somewhat Agree	94	32	28	Very Important	129	43	44
Strongly Agree	114	38	41	Critical	37	13	10
Non-Response/Unsure	7	2	2	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	62	21	23	Not Important	19	6	7
Somewhat Disagree	53	18	20	Somewhat Important	49	17	14
Neither Agree or Disagree	50	17	14	Important	79	27	26
Somewhat Agree	69	23	24	Very Important	117	39	39
Strongly Agree	50	17	14	Critical	30	10	13
Non-Response/Unsure	13	4	5	Non-Response/Unsure	3	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	11	11	Not Important	14	5	5
Somewhat Disagree	51	17	20	Somewhat Important	38	13	12
Neither Agree or Disagree	34	11	10	Important	71	24	22
Somewhat Agree	105	35	33	Very Important	129	43	43
Strongly Agree	68	23	25	Critical	43	15	16
Non-Response/Unsure	5	2	1	Non-Response/Unsure	2	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	7	9	Not Important	11	4	5
Somewhat Disagree	43	15	15	Somewhat Important	46	16	16
Neither Agree or Disagree	70	24	20	Important	98	33	34
Somewhat Agree	84	28	30	Very Important	107	36	34
Strongly Agree	59	20	20	Critical	31	10	10
Non-Response/Unsure	19	6	6	Non-Response/Unsure	4	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	8	9	Not Important	10	3	4
Somewhat Disagree	49	17	16	Somewhat Important	42	14	13
Neither Agree or Disagree	40	14	13	Important	79	27	29
Somewhat Agree	81	27	29	Very Important	128	43	40
Strongly Agree	94	32	30	Critical	34	11	13
Non-Response/Unsure	10	3	3	Non-Response/Unsure	4	1	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	5	8	Not Important	9	3	4
Somewhat Disagree	37	13	13	Somewhat Important	47	16	14
Neither Agree or Disagree	90	30	25	Important	86	29	33
Somewhat Agree	66	22	26	Very Important	119	40	36
Strongly Agree	65	22	21	Critical	31	10	10
Non-Response/Unsure	25	8	8	Non-Response/Unsure	5	2	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	8	10	Not Important	22	7	7
Somewhat Disagree	39	13	14	Somewhat Important	26	9	9
Neither Agree or Disagree	19	6	5	Important	63	21	17
Somewhat Agree	104	35	29	Very Important	120	40	41
Strongly Agree	112	38	40	Critical	65	22	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	8	12	Not Important	20	7	6
Somewhat Disagree	38	13	12	Somewhat Important	30	10	9
Neither Agree or Disagree	13	4	5	Important	58	20	17
Somewhat Agree	80	27	24	Very Important	127	43	42
Strongly Agree	143	48	47	Critical	61	21	24
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

	Level of Agreement				Level of Importance		
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	32	11	12	Not Important	19	6	7
Somewhat Disagree	33	11	11	Somewhat Important	30	10	9
Neither Agree or Disagree	32	11	10	Important	62	21	17
Somewhat Agree	60	20	19	Very Important	113	38	41
Strongly Agree	119	40	42	Critical	72	24	23
Non-Response/Unsure	21	7	6	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	50	17	15	Not Important	11	4	4
Somewhat Disagree	18	6	7	Somewhat Important	36	12	13
Neither Agree or Disagree	5	2	3	Important	99	33	28
Somewhat Agree	51	17	14	Very Important	115	39	40
Strongly Agree	163	55	56	Critical	35	12	14
Non-Response/Unsure	10	3	5	Non-Response/Unsure	1	0	2
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	31	10	12	Not Important	9	3	5
Somewhat Disagree	61	21	20	Somewhat Important	47	16	16
Neither Agree or Disagree	42	14	15	Important	108	36	33
Somewhat Agree	101	34	31	Very Important	95	32	35
Strongly Agree	53	18	19	Critical	22	7	6
Non-Response/Unsure	9	3	2	Non-Response/Unsure	16	5	5
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	13	15	Not Important	17	6	8
Somewhat Disagree	16	5	6	Somewhat Important	43	15	12
Neither Agree or Disagree	23	8	8	Important	73	25	20
Somewhat Agree	38	13	11	Very Important	88	30	28
Strongly Agree	95	32	33	Critical	17	6	10
Non-Response/Unsure	87	29	27	Non-Response/Unsure	59	20	22
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	13	16	Not Important	26	9	10
Somewhat Disagree	13	4	6	Somewhat Important	38	13	12
Neither Agree or Disagree	39	13	9	Important	76	26	21
Somewhat Agree	40	14	11	Very Important	91	31	29
Strongly Agree	92	31	33	Critical	28	9	12
Non-Response/Unsure	75	25	26	Non-Response/Unsure	38	13	17
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	11	15	Not Important	17	6	9
Somewhat Disagree	37	13	14	Somewhat Important	47	16	13
Neither Agree or Disagree	39	13	16	Important	85	29	23
Somewhat Agree	80	27	22	Very Important	111	37	39
Strongly Agree	85	29	27	Critical	29	10	12
Non-Response/Unsure	23	8	7	Non-Response/Unsure	8	3	4
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	15	18	Not Important	12	4	6
Somewhat Disagree	46	16	14	Somewhat Important	55	19	15
Neither Agree or Disagree	45	15	13	Important	95	32	29
Somewhat Agree	54	18	17	Very Important	105	35	37
Strongly Agree	71	24	29	Critical	21	7	9
Non-Response/Unsure	37	13	10	Non-Response/Unsure	9	3	4
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	14	19	Not Important	20	7	7
Somewhat Disagree	62	21	21	Somewhat Important	35	12	12
Neither Agree or Disagree	47	16	15	Important	64	22	19
Somewhat Agree	82	28	25	Very Important	117	39	41
Strongly Agree	44	15	14	Critical	53	18	19
Non-Response/Unsure	20	7	7	Non-Response/Unsure	8	3	4
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	14	14	Not Important	11	4	4
Somewhat Disagree	19	6	9	Somewhat Important	37	13	12
Neither Agree or Disagree	13	4	4	Important	67	23	22
Somewhat Agree	45	15	19	Very Important	141	48	47
Strongly Agree	175	59	53	Critical	36	12	13
Non-Response/Unsure	5	2	2	Non-Response/Unsure	5	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	53	18	15	Not Important	24	8	7
Somewhat Disagree	7	2	4	Somewhat Important	31	10	10
Neither Agree or Disagree	4	1	2	Important	36	12	13
Somewhat Agree	17	6	9	Very Important	132	44	48
Strongly Agree	215	72	69	Critical	68	23	20
Non-Response/Unsure	1	0	1	Non-Response/Unsure	6	2	3
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	9	12	Not Important	12	4	5
Somewhat Disagree	57	19	15	Somewhat Important	41	14	13
Neither Agree or Disagree	40	14	16	Important	59	20	25
Somewhat Agree	71	24	25	Very Important	144	49	42
Strongly Agree	57	19	21	Critical	34	11	12
Non-Response/Unsure	44	15	11	Non-Response/Unsure	7	2	4
TOTAL	**297**	**100**	**100**	**TOTAL**	**297**	**100**	**100**

Justice

Results for the Department of Justice are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, workplace ethics, retention, merit, opportunities for career advancement, compensation and recognition, diversity, and department leadership.

Further details regarding overall results for the Department of Justice are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 73% of employees feel that coworkers make an effort to help each other ☐ 68% of employees feel that they work as part of a team
Employee Involvement	☐ 62% of employees feel that they can provide input on decisions that affect their job ☐ 64% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 62% of employees know how their work contributes to the department's priorities/purpose ☐ 60% of employees participate in an annual performance appraisal/review with their supervisor ☐ 61% of employees feel work-related information is shared within their department ☐ 64% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Quality of Work Life	☐ 60% of employees feel that they have the resources they need to do their job well ☐ 69%of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 65% of employees feel that they have access to training opportunities ☐ 60% of employees feel that they are encouraged to share what they have learned with others in their workgroup ☐ 68% of employees feel that they can apply what they've learned in training to their jobs
Leadership	☐ 64% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 63% of employees feel that their department creates a safe work environment ☐ 63% of employees feel safe working in their jobs ☐ 62% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 66% of employees feel that they have a good understanding of their benefits coverage ☐ 64% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 72% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 78% of employees feel that they have the required qualifications to meet the needs of their job

Opportunities for Improvement

Ethics	☐ 46% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Employee Involvement	☐ 44% of employees feel that they can provide input into decisions that are made in their department
Leadership	☐ 44% of employees have confidence in the leadership in their department ☐ 44% of employees feel that their supervisor manages conflict in their workgroup ☐ 44% of employees feel that their department leaders set a good example for employees ☐ 38% of employees feel that senior management will try to resolve issues raised by employees in this survey
Diversity	☐ 49% of employees feel that their department values diversity
Retention	☐ On average, 45% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 48% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 49% of employees see a future for their career, working for the Government of Nova Scotia ☐ 45% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community
Compensation/ Recognition	☐ 47% of employees feel that they are compensated (salary and benefits) fairly for their job
Others	☐ 41% of employees feel that hiring in the government of Nova Scotia is based on merit ☐ 45% of employees feel that they work for an effective organization, one that regularly achieves the goals set out in their business plan
Personal Growth	☐ 39% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	68.6	27.9	66.3	29.7	57.2	33.3
Female	75.7	22.6	70.6	25.0	53.0	31.3

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	74.4	22.8	70.2	24.4	50.9	32.9
Supervisory	70.0	28.9	68.2	30.7	61.6	30.2
Management	70.2	28.8	65.1	33.7	63.9	31.3

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	90.0	10.0	90.0	10.0	66.7	22.2
30 - 39	54.5	42.7	52.3	42.6	45.7	38.2
40 - 49	89.0	8.6	82.6	13.0	61.9	24.8
50 - 54	70.0	28.0	69.7	28.3	51.5	38.1
55 and over	75.3	23.3	68.5	26.0	58.6	31.4

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	75.8	21.2	72.7	27.3	62.5	28.1
2 - 5 years	64.4	35.6	59.6	36.8	51.9	33.3
6 - 10 years	71.3	24.5	64.5	30.1	44.7	34.0
11 - 20 years	74.0	23.8	69.8	24.0	56.4	30.0
> 20 years	75.9	22.2	74.1	24.1	57.2	34.2

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	78.4	20.1	73.7	22.6	66.7	22.5
TE - Technical	70.0	30.0	60.0	33.3	40.0	40.0
CR - Clerical	76.6	22.4	72.9	24.0	50.8	32.2
AS - Administrative Support	81.5	14.8	70.4	18.5	53.8	19.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	67.0	29.6	63.7	35.4	59.3	36.3
NSGEU Local 480 - Dept. of Justice, Corrections Workers	62.5	30.4	64.8	24.1	37.0	44.4
Other (see survey for list)	64.7	35.3	52.9	41.2	52.9	41.2

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	58.8	38.2	57.8	34.3	44.8	41.4
Female	64.4	31.0	68.5	26.0	46.1	41.0

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	61.7	34.2	63.6	27.9	40.4	44.4
Supervisory	64.4	31.1	67.0	31.9	52.2	37.8
Management	61.9	34.5	65.5	32.1	61.4	32.5

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	70.0	30.0	40.0	50.0	30.0	60.0
30 - 39	49.4	45.5	49.7	44.1	42.0	44.8
40 - 49	70.7	23.6	78.4	14.9	45.1	40.8
50 - 54	62.6	36.4	63.6	34.3	49.5	40.2
55 and over	68.5	28.8	68.1	20.8	54.2	31.9

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	30.3	57.6	36.4	54.5	30.3
2 - 5 years	55.9	33.9	59.3	32.2	41.4	43.1
6 - 10 years	52.1	43.6	53.8	36.6	43.0	44.1
11 - 20 years	65.3	30.7	67.4	27.2	46.2	41.2
> 20 years	65.8	31.6	70.9	24.1	45.8	41.3

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	67.7	28.6	70.7	21.8	48.1	41.1
TE - Technical	50.0	46.7	51.7	44.8	30.0	66.7
CR - Clerical	65.4	30.9	69.3	23.8	42.5	40.4
AS - Administrative Support	66.7	25.9	63.0	25.9	53.8	23.1
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	62.6	33.9	63.5	33.0	58.4	34.5
NSGEU Local 480 - Dept. of Justice, Corrections Workers	48.2	46.4	52.6	40.4	31.6	52.6
Other (see survey for list)	47.1	41.2	41.2	52.9	35.3	47.1

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	48.2	41.6	60.9	30.2	59.0	32.5	56.7	32.0	65.2	27.4	58.9	30.2	59.6	28.6
Female	58.4	32.4	65.9	24.0	62.2	30.7	60.3	32.8	60.1	33.1	63.6	29.4	68.6	23.3

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	52.4	36.2	64.0	24.8	60.3	31.9	59.3	31.4	60.3	30.5	61.6	29.6	66.4	23.7
Supervisory	55.1	36.0	65.2	28.1	61.8	27.0	56.7	35.6	62.2	33.3	65.2	27.0	63.7	26.4
Management	64.6	34.1	64.6	32.9	62.7	33.7	56.6	37.3	66.3	33.7	59.0	34.9	61.4	32.5

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	30.0	44.4	44.4	20.0	60.0	50.0	30.0	70.0	10.0	40.0	50.0	50.0	40.0
30 - 39	40.7	48.5	42.7	44.9	52.0	39.5	48.9	43.3	52.9	39.0	45.8	44.1	47.5	41.8
40 - 49	64.4	25.8	79.3	11.3	68.6	23.5	65.5	24.8	69.5	26.6	72.9	18.2	79.9	10.8
50 - 54	55.9	37.6	63.9	27.8	61.2	33.7	58.6	35.4	57.6	35.4	61.6	33.3	65.7	27.3
55 and over	55.6	34.7	76.1	18.3	65.3	26.4	65.3	26.4	66.7	22.2	72.2	20.8	69.4	20.8

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	51.6	32.3	62.5	28.1	57.6	30.3	57.6	39.4	53.8	30.8	63.6	30.3	64.5	22.6
2 - 5 years	60.7	28.6	51.7	32.8	53.4	34.5	53.4	38.2	66.7	28.1	50.0	44.8	59.6	33.3
6 - 10 years	49.4	45.9	59.6	28.7	59.1	34.4	57.1	34.1	60.9	31.5	61.7	28.7	61.3	30.1
11 - 20 years	53.8	36.8	65.5	25.6	60.2	32.1	60.2	31.4	62.5	30.4	59.7	29.4	65.8	23.6
> 20 years	56.6	32.9	69.7	23.0	66.2	27.4	60.1	31.0	61.4	32.9	68.2	25.0	69.4	22.3

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.4	37.9	62.9	26.5	68.5	25.4	68.9	24.1	75.0	20.9	67.7	23.3	67.7	21.8
TE - Technical	41.4	51.7	58.7	26.7	45.2	48.4	45.2	51.6	53.3	33.3	58.1	32.3	63.3	20.0
CR - Clerical	62.0	27.5	67.7	22.0	64.0	29.6	63.0	29.6	59.0	33.5	64.5	29.0	70.1	20.9
AS - Administrative Support	50.0	25.9	74.1	14.8	59.3	25.9	55.6	40.7	40.0	36.0	59.3	29.6	63.0	25.9
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	66.4	31.0	63.7	33.6	59.6	34.2	57.5	35.4	63.7	35.4	57.9	34.2	63.2	29.8
NSGEU Local 480 - Dept. of Justice, Corrections Workers	19.6	64.3	54.5	27.3	48.2	37.5	42.1	40.4	48.2	39.3	50.9	38.2	51.8	37.5
Other (see survey for list)	64.7	29.4	64.7	35.3	50.0	31.3	47.1	41.2	64.7	17.6	64.7	23.5	64.7	35.3

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	59.4	29.2	46.0	39.0
Female	61.9	30.3	49.3	39.0

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	60.8	30.3	45.9	40.5
Supervisory	58.4	29.2	50.6	35.3
Management	63.4	30.5	54.9	36.6

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	50.0	33.3	55.6
30 - 39	41.5	46.0	38.2	46.5
40 - 49	73.5	18.1	52.1	34.5
50 - 54	66.7	29.3	57.3	35.4
55 and over	69.6	21.7	51.4	34.3

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	53.3	40.0	48.3	37.9
2 - 5 years	53.4	34.5	48.1	31.5
6 - 10 years	52.2	35.8	40.7	50.5
11 - 20 years	64.3	27.7	48.6	35.9
> 20 years	65.2	26.5	52.0	37.5

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	62.9	28.8	45.5	35.6
TE - Technical	50.0	33.3	29.0	51.6
CR - Clerical	63.4	28.0	52.2	35.0
AS - Administrative Support	51.9	37.0	42.3	46.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	64.6	31.0	57.1	34.8
NSGEU Local 480 - Dept. of Justice, Corrections Workers	59.9	22.7	23.3	57.4
Other (see survey for list)	58.8	29.4	53.3	33.3

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	46.0	39.0	59.1	34.5	66.0	26.1
Female	56.4	31.4	62.1	31.9	71.7	22.6

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	54.2	31.8	61.5	32.1	71.1	20.4
Supervisory	46.1	41.6	65.9	30.8	62.2	31.1
Management	51.8	38.6	53.7	39.0	65.9	34.1

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	40.0	80.0	20.0	80.0	20.0
30 - 39	42.9	42.9	46.9	46.9	52.0	40.2
40 - 49	61.6	25.6	68.8	24.0	83.1	10.6
50 - 54	52.0	36.0	68.0	28.0	68.0	27.0
55 and over	50.7	33.8	61.1	31.9	75.0	18.1

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	63.3	23.3	66.7	30.3	75.8	21.2
2 - 5 years	59.6	29.8	60.3	34.5	72.4	25.9
6 - 10 years	49.5	34.4	58.5	38.2	70.2	22.3
11 - 20 years	53.8	32.3	60.4	30.9	67.4	25.1
> 20 years	47.8	40.8	62.7	33.5	70.1	22.9

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	60.5	28.8	62.7	32.9	68.7	23.1
TE - Technical	41.4	34.5	54.8	25.8	61.3	25.8
CR - Clerical	57.1	26.5	65.6	30.7	72.9	20.3
AS - Administrative Support	56.0	35.0	63.0	22.2	70.4	25.9
MCP - Management Compensation Plan, Employees Excluded From Bargaining Unit	51.3	38.1	56.5	38.1	60.9	20.2
NSGEU Local 480 - Dept. of Justice, Corrections Workers	32.1	57.1	59.6	31.6	73.2	16.1
Other (see survey for list)	29.4	58.8	41.2	52.9	41.2	52.9

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	41.2	53.9	49.3	40.9	50.0	37.1
Female	50.0	45.9	56.6	36.0	56.7	33.3

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	47.2	48.7	54.0	38.3	55.0	34.1
Supervisory	54.9	40.7	55.1	34.8	51.1	32.2
Management	34.5	59.5	53.6	39.3	54.2	39.8

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	30.0	60.0	30.0	40.0	40.0	40.0
30 - 39	41.0	53.4	48.0	46.9	45.8	42.5
40 - 49	55.2	40.0	60.1	29.8	62.9	26.8
50 - 54	42.4	54.5	49.0	43.9	49.0	41.8
55 and over	45.2	52.1	61.1	29.2	60.3	28.8

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	39.4	51.5	60.6	33.3	54.5	36.4
2 - 5 years	50.8	39.0	53.4	37.9	42.4	40.7
6 - 10 years	46.2	47.3	49.5	45.2	58.9	34.4
11 - 20 years	50.2	47.1	52.9	36.6	53.1	35.5
> 20 years	42.1	54.7	56.7	36.3	57.7	31.4

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.3	40.2	59.8	30.3	63.9	26.3
TE - Technical	32.3	64.5	48.4	38.7	48.4	45.2
CR - Clerical	51.0	43.8	58.8	35.1	56.1	32.3
AS - Administrative Support	40.7	55.6	44.4	33.3	59.3	29.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	40.9	53.0	55.3	37.7	51.8	40.4
NSGEU Local 480 - Dept. of Justice, Corrections Workers	36.8	61.4	31.6	61.4	33.9	46.4
Other (see survey for list)	47.1	52.9	50.0	50.0	50.0	37.5

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	67.0	22.0	67.8	22.8	69.8	21.8	59.2	19.9	66.8	13.9	64.1	28.8
Female	67.2	23.2	69.5	22.9	71.5	21.4	63.2	23.8	72.0	17.6	70.0	26.2

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	68.4	22.3	70.1	22.5	71.3	21.1	63.1	22.8	71.1	16.8	69.9	25.1
Supervisory	63.3	20.0	63.7	23.1	69.7	21.3	58.9	20.0	65.6	14.4	61.1	31.1
Management	63.9	30.1	67.5	26.5	69.9	25.3	59.0	22.9	69.0	16.7	65.4	33.3

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	30.0	60.0	40.0	50.0	50.0	50.0	30.0	40.0	55.6	33.3	60.0	30.0
30 - 39	43.9	42.1	45.6	43.9	48.8	42.4	38.7	35.3	47.7	26.1	48.0	45.6
40 - 49	83.3	7.4	86.5	5.8	87.8	4.4	75.5	13.7	85.3	7.4	81.8	14.6
50 - 54	66.7	26.3	68.4	24.5	70.7	22.2	69.1	19.6	75.5	16.3	70.8	26.0
55 and over	81.4	11.4	77.1	17.1	78.6	15.7	71.4	18.6	76.1	15.5	72.7	19.7

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	58.1	25.8	54.8	25.8	64.5	19.4	54.8	25.8	58.1	19.4	66.7	26.7
2 - 5 years	49.1	31.6	52.7	32.7	49.1	36.4	43.6	32.7	49.1	22.8	58.9	33.9
6 - 10 years	64.4	22.2	66.3	23.9	71.0	19.4	58.1	21.5	75.3	10.8	68.1	27.5
11 - 20 years	68.2	23.6	72.4	22.6	73.3	21.7	62.8	22.5	72.1	17.1	67.9	28.8
> 20 years	75.2	18.5	73.4	19.0	76.4	17.8	69.6	19.0	74.4	15.4	70.7	22.7

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	64.1	25.2	67.2	24.4	68.7	24.4	61.1	20.6	66.7	15.2	65.4	29.1
TE - Technical	67.7	19.4	67.7	25.8	71.0	25.6	54.8	35.5	67.7	22.6	65.5	31.0
CR - Clerical	69.7	22.2	69.7	23.2	72.7	20.9	64.1	23.9	71.5	17.7	72.2	23.3
AS - Administrative Support	76.9	19.2	81.5	14.8	81.5	14.8	70.4	14.8	85.2	7.4	80.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	60.2	29.2	63.7	26.5	65.5	24.8	56.6	23.0	65.8	15.8	65.2	32.1
NSGEU Local 480 - Dept. of Justice, Corrections Workers	75.9	11.1	77.8	13.0	81.1	11.3	68.5	16.7	79.2	15.1	66.0	18.9
Other (see survey for list)	62.5	18.8	58.8	23.5	56.3	18.8	50.0	25.0	64.7	17.6	47.1	52.9

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	60.9	35.6	42.8	42.3	43.3	44.3	43.9	40.4	39.0	42.6
Female	65.9	29.7	46.4	35.2	46.5	37.6	47.2	37.4	42.8	39.8

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	63.2	32.4	42.0	37.5	44.1	39.9	46.2	39.4	38.5	43.3
Supervisory	64.8	29.7	50.6	39.3	46.6	38.6	45.5	36.4	48.2	36.1
Management	64.3	33.3	52.4	30.3	48.8	44.0	42.7	40.2	43.9	36.6

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	40.0	60.0	20.0	60.0	10.0	70.0	40.0	50.0	11.1	66.7
30 - 39	49.7	46.4	38.4	44.1	39.3	47.2	41.4	42.0	33.5	47.0
40 - 49	75.6	19.1	48.1	33.0	45.8	36.5	47.8	36.0	47.9	34.9
50 - 54	63.6	35.4	45.4	42.3	50.5	40.2	50.5	40.2	42.0	46.6
55 and over	69.4	23.6	55.1	27.5	55.6	29.2	47.2	33.3	43.5	34.8

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	57.6	42.4	56.3	34.4	46.9	40.6	45.2	32.3	40.7	37.0
2 - 5 years	57.6	37.3	44.1	33.9	44.1	39.0	43.1	37.9	40.4	40.4
6 - 10 years	52.1	40.4	40.2	42.4	37.6	45.2	41.3	44.6	31.0	50.0
11 - 20 years	67.4	30.0	46.0	38.4	45.7	39.5	43.4	38.9	43.9	41.5
> 20 years	70.1	24.8	44.4	35.9	49.4	38.3	53.5	36.1	43.2	35.8

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	67.4	28.8	46.1	34.4	45.8	36.6	50.8	32.0	45.2	35.5
TE - Technical	58.1	38.7	25.8	54.8	32.3	51.6	38.7	51.6	17.9	60.7
CR - Clerical	66.1	29.7	46.5	29.7	49.5	34.9	46.8	38.3	43.1	38.3
AS - Administrative Support	63.0	22.2	48.1	37.0	48.1	33.3	51.9	22.2	39.1	30.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	61.7	35.7	53.0	40.0	49.6	41.7	44.2	39.8	45.9	37.8
NSGEU Local 480 - Dept. of Justice, Corrections Workers	58.9	37.5	28.1	56.1	23.6	56.4	38.9	50.0	25.9	61.1
Other (see survey for list)	52.9	41.2	47.1	47.1	50.0	50.0	31.3	56.3	50.0	43.8

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	65.2	29.9	54.2	33.3	66.7	27.0	36.2	50.0	55.9	34.7
Female	66.0	27.7	64.5	24.2	71.7	21.3	43.7	42.5	58.5	33.1

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.5	27.8	61.7	25.7	71.0	21.0	38.6	47.2	58.5	32.6
Supervisory	68.5	27.0	59.1	33.0	68.5	30.3	47.7	41.9	56.2	37.1
Management	63.1	34.5	59.5	31.0	64.3	31.0	40.7	44.4	53.6	35.7

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	80.0	20.0	40.0	20.0	80.0	10.0	55.6	22.2	50.0	30.0
30 - 39	48.3	45.5	44.4	42.1	48.9	43.8	45.2	39.2	43.8	46.1
40 - 49	78.7	15.0	75.9	12.8	86.3	6.8	39.0	48.5	69.1	24.2
50 - 54	64.0	32.0	59.0	34.0	68.4	26.5	38.1	48.5	61.0	33.0
55 and over	73.6	20.8	66.7	23.6	74.6	21.1	40.3	48.6	56.9	30.6

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	61.3	35.5	51.6	29.0	64.5	22.6	60.0	32.0	46.9	40.6
2 - 5 years	67.8	30.5	55.9	25.4	67.2	25.9	50.9	36.4	59.3	28.8
6 - 10 years	60.6	28.7	62.4	25.8	70.2	22.3	43.8	37.1	58.5	30.9
11 - 20 years	65.2	30.8	61.4	28.3	71.4	23.2	41.1	47.0	57.3	35.6
> 20 years	70.3	22.2	63.3	27.2	69.2	25.0	33.1	52.9	59.5	32.3

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	69.5	26.7	62.9	26.5	68.2	25.8	44.5	41.4	63.9	30.8
TE - Technical	58.1	35.5	43.3	40.0	83.9	16.1	26.7	56.7	45.2	45.2
CR - Clerical	65.1	28.1	67.5	20.9	71.3	20.7	42.5	43.5	60.4	31.3
AS - Administrative Support	69.2	23.1	63.0	22.0	70.4	14.8	44.0	52.0	48.1	29.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	65.2	30.4	61.4	29.8	64.0	31.6	45.8	41.1	52.2	38.3
NSGEU Local 480 - Dept. of Justice, Corrections Workers	65.5	25.5	44.4	40.7	74.5	18.2	27.8	59.3	55.6	33.3
Other (see survey for list)	58.8	35.3	47.1	35.3	64.7	35.3	31.3	50.0	58.8	35.3

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	48.5	28.8	50.3	35.2	47.9	29.9
Female	56.5	22.7	63.9	23.9	53.8	21.5

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.1	22.3	59.4	26.0	51.1	23.1
Supervisory	47.7	29.1	55.7	34.1	49.4	29.4
Management	51.2	34.1	59.0	31.3	55.6	28.4

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	10.0	60.0	10.0	40.0	30.0
30 - 39	37.2	37.2	40.9	47.2	36.7	34.3
40 - 49	66.5	13.0	73.7	16.1	61.7	14.0
50 - 54	59.8	26.8	58.2	27.6	55.2	28.1
55 and over	50.7	27.5	65.7	18.6	60.0	25.7

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	53.3	23.3	60.6	24.2	50.0	25.0
2 - 5 years	64.9	26.3	69.5	27.1	59.6	28.1
6 - 10 years	45.7	27.2	50.0	34.8	45.6	27.8
11 - 20 years	53.8	23.1	58.6	28.6	51.4	24.3
> 20 years	54.4	25.5	60.9	24.4	53.3	22.0

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	48.0	22.8	61.2	24.8	50.8	23.8
TE - Technical	38.7	29.0	41.9	45.2	43.3	30.0
CR - Clerical	62.0	19.6	65.4	20.7	55.9	18.6
AS - Administrative Support	57.7	11.5	59.3	29.6	57.7	15.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	50.9	32.7	58.8	32.5	56.4	30.0
NSGEU Local 480 - Dept. of Justice, Corrections Workers	54.5	29.1	41.8	40.0	31.5	33.3
Other (see survey for list)	41.2	47.1	58.8	29.4	52.9	35.3

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	60.8	32.4	61.4	31.2	56.5	29.5	66.7	26.8
Female	63.8	29.7	65.9	27.8	63.5	23.8	63.7	30.8

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	62.5	30.9	66.3	26.5	60.6	24.6	63.2	30.6
Supervisory	59.3	31.9	53.8	35.2	63.3	25.6	68.2	27.1
Management	65.5	29.8	64.6	35.4	59.3	32.1	67.5	26.5

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	70.0	20.0	80.0	20.0	60.0	30.0	70.0	30.0
30 - 39	42.5	49.2	46.4	45.8	46.6	40.8	48.8	44.0
40 - 49	74.6	20.6	76.1	17.7	70.8	14.4	74.6	20.3
50 - 54	69.3	26.7	64.4	30.7	58.2	27.6	64.6	27.3
55 and over	68.1	22.2	72.9	20.0	72.5	18.8	74.3	22.9

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	69.7	21.2	69.7	27.3	62.1	24.1	57.1	35.7
2 - 5 years	64.4	30.5	67.8	30.5	64.3	21.4	61.8	30.9
6 - 10 years	53.2	36.2	59.6	30.9	52.2	34.8	54.4	36.7
11 - 20 years	59.7	33.2	62.9	29.9	61.9	24.7	69.7	25.2
> 20 years	70.0	26.3	66.3	26.9	63.6	24.0	66.2	29.1

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	64.2	29.1	68.7	25.4	60.5	24.8	66.7	28.6
TE - Technical	41.9	48.4	45.2	45.2	41.9	38.7	70.4	29.6
CR - Clerical	64.6	29.2	66.1	27.1	68.6	19.5	60.9	32.1
AS - Administrative Support	74.1	22.2	74.1	22.2	55.6	14.8	57.7	30.8
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	65.2	28.7	67.5	30.7	61.6	29.5	66.1	30.4
NSGEU Local 480 - Dept. of Justice, Corrections Workers	56.1	35.1	50.9	31.6	48.0	40.7	80.0	12.7
Other (see survey for list)	52.9	41.2	50.0	43.8	58.8	29.4	37.5	50.0

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	45.3	39.9	52.3	33.3	56.5	31.0	51.5	32.3	44.4	42.2
Female	56.6	29.7	65.7	27.2	67.5	24.4	52.0	28.4	53.2	36.5

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	53.6	31.4	62.6	27.3	66.2	23.6	52.3	29.1	52.4	37.2
Supervisory	52.7	36.3	51.6	38.7	56.3	35.9	54.0	27.6	48.8	36.3
Management	46.9	42.0	58.2	31.3	54.0	34.9	42.5	38.8	38.5	47.4

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	30.0	40.0	85.7	14.3	85.7	14.3	75.0	12.5	55.6	44.4
30 - 39	43.0	44.1	41.6	49.7	48.2	38.7	48.3	34.3	40.4	49.1
40 - 49	63.5	22.6	77.9	5.7	81.7	8.6	60.7	20.4	58.7	30.7
50 - 54	47.5	38.4	60.3	33.3	57.1	38.1	46.5	35.4	46.7	38.0
55 and over	53.5	31.0	68.8	25.0	45.2	48.4	37.9	42.4	52.3	35.4

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	63.6	24.2	65.0	35.0	68.0	28.0	65.5	24.1	60.7	35.7
2 - 5 years	48.3	32.8	57.1	28.6	64.0	26.0	60.4	26.4	50.0	32.0
6 - 10 years	43.6	38.3	53.4	30.7	58.5	23.4	52.2	25.6	38.6	48.9
11 - 20 years	55.1	32.0	63.2	27.6	66.1	24.5	53.2	28.4	48.1	40.8
> 20 years	52.5	34.8	62.1	31.0	60.4	33.6	43.1	37.3	56.6	32.4

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	53.7	28.4	61.4	31.7	60.3	31.1	55.8	24.8	52.5	38.3
TE - Technical	48.4	32.3	36.4	36.4	60.8	26.1	46.7	36.7	51.6	41.9
CR - Clerical	59.2	28.3	64.4	28.0	71.6	19.6	53.8	28.3	58.6	28.4
AS - Administrative Support	55.6	25.9	68.2	27.3	66.7	33.4	46.2	34.6	52.0	44.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	48.2	40.2	58.1	32.6	54.9	35.4	48.2	33.6	41.3	44.2
NSGEU Local 480 - Dept. of Justice, Corrections Workers	38.6	49.1	60.0	20.0	58.1	18.6	44.4	33.3	35.2	51.9
Other (see survey for list)	41.2	47.1	64.3	28.6	64.3	15.7	60.0	33.3	33.3	53.3

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	45.1	41.5	65.0	27.6	74.4	24.1	52.7	34.8
Female	42.5	41.9	76.4	20.1	80.5	19.0	51.1	27.0

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	38.3	44.4	74.4	20.6	81.2	18.1	46.1	30.7
Supervisory	57.5	34.5	68.5	25.8	72.2	27.8	64.1	27.2
Management	51.2	41.5	65.5	31.0	70.2	27.4	59.5	31.6

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	30.0	60.0	80.0	0.0	90.0	10.0	25.0	37.5
30 - 39	39.6	39.0	50.6	42.7	53.6	44.7	35.9	45.8
40 - 49	47.7	39.2	90.9	4.8	98.6	1.4	63.1	15.1
50 - 54	45.8	40.6	68.3	27.7	76.2	22.8	50.5	34.4
55 and over	41.2	52.9	76.7	21.9	82.2	16.4	60.6	27.3

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	51.9	29.6	75.8	21.2	75.8	24.2	48.0	32.0
2 - 5 years	39.3	37.5	67.2	27.6	76.3	22.0	52.0	26.0
6 - 10 years	42.9	45.1	71.3	21.3	78.7	21.3	44.3	32.9
11 - 20 years	41.2	41.2	74.6	21.1	78.5	21.1	52.2	29.9
> 20 years	47.1	44.4	71.1	24.5	79.1	19.0	54.4	29.7

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	48.4	38.7	70.1	23.9	76.9	23.1	54.2	28.8
TE - Technical	29.0	51.6	70.0	20.0	77.4	19.4	38.5	38.5
CR - Clerical	40.8	39.1	79.9	18.6	82.0	17.5	48.5	25.8
AS - Administrative Support	30.8	42.3	81.5	14.8	77.8	18.5	50.0	22.7
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	56.8	36.0	67.8	27.8	70.4	27.8	58.7	29.8
NSGEU Local 480 - Dept. of Justice, Corrections Workers	26.8	64.3	64.3	25.0	87.3	12.7	45.3	41.5
Other (see survey for list)	50.0	37.5	52.9	35.3	76.5	23.5	60.0	40.0

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	74	13	12	Not Important	48	8	6
Somewhat Disagree	66	11	13	Somewhat Important	58	10	12
Neither Agree or Disagree	13	2	2	Important	54	9	14
Somewhat Agree	155	27	25	Very Important	245	43	45
Strongly Agree	265	46	47	Critical	163	28	21
Non-Response/Unsure	4	1	1	Non-Response/Unsure	9	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	73	13	11	Not Important	46	8	7
Somewhat Disagree	78	14	16	Somewhat Important	70	12	12
Neither Agree or Disagree	24	4	4	Important	59	10	15
Somewhat Agree	186	32	30	Very Important	229	40	41
Strongly Agree	207	36	37	Critical	159	28	22
Non-Response/Unsure	9	2	2	Non-Response/Unsure	14	2	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	73	13	12	Not Important	29	5	5
Somewhat Disagree	106	18	17	Somewhat Important	96	17	17
Neither Agree or Disagree	74	13	13	Important	158	27	27
Somewhat Agree	176	31	32	Very Important	208	36	34
Strongly Agree	125	22	23	Critical	64	11	12
Non-Response/Unsure	23	4	5	Non-Response/Unsure	22	4	5
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	90	16	14	Not Important	33	6	5
Somewhat Disagree	101	18	17	Somewhat Important	72	13	13
Neither Agree or Disagree	24	4	6	Important	104	18	21
Somewhat Agree	218	38	34	Very Important	266	46	44
Strongly Agree	138	24	28	Critical	89	15	14
Non-Response/Unsure	6	1	1	Non-Response/Unsure	13	2	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	82	14	14	Not Important	22	4	4
Somewhat Disagree	83	14	13	Somewhat Important	74	13	14
Neither Agree or Disagree	36	6	6	Important	139	24	23
Somewhat Agree	180	31	29	Very Important	270	47	45
Strongly Agree	188	33	36	Critical	56	10	11
Non-Response/Unsure	8	1	2	Non-Response/Unsure	16	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	110	19	17	Not Important	28	5	4
Somewhat Disagree	122	21	19	Somewhat Important	93	16	17
Neither Agree or Disagree	74	13	11	Important	186	32	32
Somewhat Agree	157	27	30	Very Important	209	36	35
Strongly Agree	99	17	21	Critical	45	8	9
Non-Response/Unsure	15	3	2	Non-Response/Unsure	16	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	124	22	22	Not Important	38	7	6
Somewhat Disagree	70	12	13	Somewhat Important	136	24	22
Neither Agree or Disagree	51	9	10	Important	202	35	36
Somewhat Agree	101	18	21	Very Important	157	27	27
Strongly Agree	192	33	28	Critical	35	6	7
Non-Response/Unsure	39	7	7	Non-Response/Unsure	9	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	70	12	12	Not Important	31	5	5
Somewhat Disagree	77	13	13	Somewhat Important	95	17	16
Neither Agree or Disagree	54	9	8	Important	199	35	32
Somewhat Agree	144	25	27	Very Important	183	32	36
Strongly Agree	216	37	38	Critical	60	10	10
Non-Response/Unsure	16	3	3	Non-Response/Unsure	9	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	64	11	10	Not Important	47	8	7
Somewhat Disagree	112	19	21	Somewhat Important	52	9	11
Neither Agree or Disagree	44	8	8	Important	117	20	21
Somewhat Agree	192	33	36	Very Important	227	39	39
Strongly Agree	152	26	24	Critical	116	20	19
Non-Response/Unsure	13	2	2	Non-Response/Unsure	18	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	86	15	15	Not Important	35	6	6
Somewhat Disagree	99	17	17	Somewhat Important	70	12	13
Neither Agree or Disagree	49	9	8	Important	110	19	22
Somewhat Agree	126	22	27	Very Important	247	43	41
Strongly Agree	208	36	32	Critical	101	18	15
Non-Response/Unsure	9	2	2	Non-Response/Unsure	14	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	125	22	25	Not Important	46	8	8
Somewhat Disagree	50	9	11	Somewhat Important	86	15	16
Neither Agree or Disagree	39	7	6	Important	128	22	23
Somewhat Agree	85	15	15	Very Important	213	37	36
Strongly Agree	260	45	38	Critical	89	15	14
Non-Response/Unsure	18	3	4	Non-Response/Unsure	15	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	67	12	12	Not Important	27	5	5
Somewhat Disagree	101	18	20	Somewhat Important	68	12	13
Neither Agree or Disagree	47	8	9	Important	131	23	26
Somewhat Agree	189	33	33	Very Important	241	42	40
Strongly Agree	160	28	24	Critical	97	17	14
Non-Response/Unsure	13	2	3	Non-Response/Unsure	13	2	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	56	10	9	Not Important	26	5	5
Somewhat Disagree	86	15	16	Somewhat Important	91	16	14
Neither Agree or Disagree	53	9	9	Important	131	23	28
Somewhat Agree	180	31	33	Very Important	228	40	38
Strongly Agree	190	33	30	Critical	88	15	13
Non-Response/Unsure	12	2	3	Non-Response/Unsure	13	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	82	14	12	Not Important	30	5	5
Somewhat Disagree	86	15	17	Somewhat Important	79	14	13
Neither Agree or Disagree	51	9	9	Important	143	25	28
Somewhat Agree	151	26	29	Very Important	217	38	38
Strongly Agree	191	33	30	Critical	97	17	14
Non-Response/Unsure	16	3	3	Non-Response/Unsure	11	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	115	20	18	Not Important	34	6	6
Somewhat Disagree	96	17	17	Somewhat Important	73	13	12
Neither Agree or Disagree	71	12	13	Important	102	18	22
Somewhat Agree	113	20	21	Very Important	215	37	38
Strongly Agree	147	26	25	Critical	142	25	20
Non-Response/Unsure	35	6	6	Non-Response/Unsure	11	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	105	18	15	Not Important	39	7	7
Somewhat Disagree	87	15	16	Somewhat Important	84	15	12
Neither Agree or Disagree	74	13	14	Important	85	15	18
Somewhat Agree	149	26	25	Very Important	226	39	41
Strongly Agree	147	26	28	Critical	132	23	20
Non-Response/Unsure	15	3	2	Non-Response/Unsure	11	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	81	14	11	Not Important	47	8	8
Somewhat Disagree	106	18	20	Somewhat Important	60	10	10
Neither Agree or Disagree	35	6	6	Important	69	12	14
Somewhat Agree	186	32	33	Very Important	240	42	44
Strongly Agree	164	28	30	Critical	152	26	24
Non-Response/Unsure	5	1	1	Non-Response/Unsure	9	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	64	11	11	Not Important	50	9	8
Somewhat Disagree	72	13	14	Somewhat Important	60	10	10
Neither Agree or Disagree	37	6	6	Important	65	11	14
Somewhat Agree	151	26	27	Very Important	231	40	43
Strongly Agree	247	43	41	Critical	163	28	24
Non-Response/Unsure	6	1	1	Non-Response/Unsure	8	1	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	123	21	21	Not Important	35	6	6
Somewhat Disagree	155	27	25	Somewhat Important	64	11	11
Neither Agree or Disagree	28	5	5	Important	61	11	14
Somewhat Agree	167	29	31	Very Important	270	47	47
Strongly Agree	102	18	17	Critical	140	24	21
Non-Response/Unsure	4	1	1	Non-Response/Unsure	7	1	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	89	15	15	Not Important	26	5	6
Somewhat Disagree	126	22	21	Somewhat Important	72	13	12
Neither Agree or Disagree	47	8	9	Important	87	15	18
Somewhat Agree	175	30	31	Very Important	277	48	47
Strongly Agree	133	23	22	Critical	107	19	16
Non-Response/Unsure	7	1	2	Non-Response/Unsure	8	1	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	93	16	15	Not Important	20	4	4
Somewhat Disagree	104	18	16	Somewhat Important	79	14	13
Neither Agree or Disagree	62	11	10	Important	124	22	22
Somewhat Agree	148	26	28	Very Important	263	46	44
Strongly Agree	161	28	29	Critical	77	13	13
Non-Response/Unsure	9	2	2	Non-Response/Unsure	14	2	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	8	9	Not Important	55	10	8
Somewhat Disagree	84	15	16	Somewhat Important	59	10	13
Neither Agree or Disagree	56	10	9	Important	185	32	29
Somewhat Agree	196	34	32	Very Important	221	39	39
Strongly Agree	178	31	30	Critical	38	7	8
Non-Response/Unsure	20	4	4	Non-Response/Unsure	19	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	62	11	10	Not Important	31	5	5
Somewhat Disagree	66	11	13	Somewhat Important	59	10	11
Neither Agree or Disagree	46	8	7	Important	175	30	30
Somewhat Agree	167	29	29	Very Important	246	43	41
Strongly Agree	218	38	38	Critical	46	8	9
Non-Response/Unsure	18	3	4	Non-Response/Unsure	20	4	4
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	9	8	Not Important	21	4	3
Somewhat Disagree	71	12	12	Somewhat Important	62	11	12
Neither Agree or Disagree	42	7	7	Important	206	36	34
Somewhat Agree	161	28	27	Very Important	233	40	40
Strongly Agree	236	41	42	Critical	40	7	9
Non-Response/Unsure	18	3	4	Non-Response/Unsure	15	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	5	6	Not Important	27	5	4
Somewhat Disagree	95	17	18	Somewhat Important	65	11	14
Neither Agree or Disagree	88	15	15	Important	208	36	34
Somewhat Agree	183	32	29	Very Important	219	38	37
Strongly Agree	161	28	27	Critical	41	7	8
Non-Response/Unsure	20	4	4	Non-Response/Unsure	17	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	21	4	4	Not Important	23	4	4
Somewhat Disagree	70	12	12	Somewhat Important	60	10	12
Neither Agree or Disagree	76	13	13	Important	195	34	32
Somewhat Agree	175	31	29	Very Important	226	39	38
Strongly Agree	219	38	38	Critical	44	8	8
Non-Response/Unsure	16	3	4	Non-Response/Unsure	29	5	5
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	75	13	12	Not Important	15	3	3
Somewhat Disagree	73	13	15	Somewhat Important	65	11	12
Neither Agree or Disagree	27	5	6	Important	190	33	32
Somewhat Agree	137	24	23	Very Important	232	40	40
Strongly Agree	232	40	39	Critical	51	9	9
Non-Response/Unsure	33	6	6	Non-Response/Unsure	24	4	4
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	101	18	15	Not Important	43	8	6
Somewhat Disagree	81	14	12	Somewhat Important	62	11	11
Neither Agree or Disagree	24	4	4	Important	77	13	13
Somewhat Agree	137	24	23	Very Important	270	47	48
Strongly Agree	229	40	46	Critical	116	20	19
Non-Response/Unsure	5	1	1	Non-Response/Unsure	9	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	106	18	17	Not Important	43	8	6
Somewhat Disagree	107	19	18	Somewhat Important	59	10	11
Neither Agree or Disagree	97	17	15	Important	115	20	20
Somewhat Agree	118	21	24	Very Important	226	39	42
Strongly Agree	134	23	22	Critical	122	21	19
Non-Response/Unsure	15	3	3	Non-Response/Unsure	12	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	109	19	18	Not Important	37	6	6
Somewhat Disagree	116	20	20	Somewhat Important	68	12	11
Neither Agree or Disagree	84	15	13	Important	96	17	17
Somewhat Agree	105	18	26	Very Important	236	41	42
Strongly Agree	149	26	22	Critical	128	22	22
Non-Response/Unsure	14	2	2	Non-Response/Unsure	12	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	120	21	17	Not Important	31	5	5
Somewhat Disagree	96	17	17	Somewhat Important	63	11	12
Neither Agree or Disagree	87	15	15	Important	110	19	21
Somewhat Agree	122	21	25	Very Important	243	42	43
Strongly Agree	134	23	22	Critical	113	20	17
Non-Response/Unsure	18	3	4	Non-Response/Unsure	17	3	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	111	19	20	Not Important	37	6	6
Somewhat Disagree	104	18	19	Somewhat Important	63	11	11
Neither Agree or Disagree	94	16	17	Important	119	21	20
Somewhat Agree	114	20	21	Very Important	218	38	39
Strongly Agree	102	18	15	Critical	122	21	21
Non-Response/Unsure	52	9	8	Non-Response/Unsure	18	3	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	10	12	Not Important	28	5	5
Somewhat Disagree	103	18	16	Somewhat Important	72	13	13
Neither Agree or Disagree	33	6	5	Important	124	22	21
Somewhat Agree	177	31	31	Very Important	255	44	46
Strongly Agree	197	34	35	Critical	91	16	14
Non-Response/Unsure	9	2	1	Non-Response/Unsure	7	1	1
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	65	11	11	Not Important	17	3	3
Somewhat Disagree	90	16	16	Somewhat Important	81	14	17
Neither Agree or Disagree	66	11	16	Important	204	35	36
Somewhat Agree	166	29	29	Very Important	220	38	37
Strongly Agree	179	31	27	Critical	45	8	6
Non-Response/Unsure	11	2	2	Non-Response/Unsure	10	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	10	10	Not Important	22	4	4
Somewhat Disagree	76	13	11	Somewhat Important	69	12	13
Neither Agree or Disagree	36	6	8	Important	151	26	28
Somewhat Agree	157	27	28	Very Important	268	46	44
Strongly Agree	238	41	41	Critical	54	9	10
Non-Response/Unsure	12	2	2	Non-Response/Unsure	13	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	122	21	23	Not Important	27	5	7
Somewhat Disagree	126	22	20	Somewhat Important	86	15	14
Neither Agree or Disagree	74	13	14	Important	148	26	26
Somewhat Agree	155	27	24	Very Important	225	39	39
Strongly Agree	70	12	14	Critical	83	14	13
Non-Response/Unsure	30	5	5	Non-Response/Unsure	8	1	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	68	12	11	Not Important	29	5	5
Somewhat Disagree	123	21	20	Somewhat Important	71	12	12
Neither Agree or Disagree	50	9	10	Important	125	22	22
Somewhat Agree	199	35	33	Very Important	239	41	43
Strongly Agree	130	23	25	Critical	106	18	16
Non-Response/Unsure	7	1	1	Non-Response/Unsure	7	1	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	8	9	Not Important	26	5	5
Somewhat Disagree	93	16	15	Somewhat Important	79	14	16
Neither Agree or Disagree	118	21	20	Important	191	33	34
Somewhat Agree	168	29	30	Very Important	205	36	34
Strongly Agree	128	22	20	Critical	65	11	10
Non-Response/Unsure	26	5	6	Non-Response/Unsure	11	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	10	9	Not Important	21	4	4
Somewhat Disagree	99	17	16	Somewhat Important	68	12	13
Neither Agree or Disagree	73	13	13	Important	154	27	29
Somewhat Agree	157	27	29	Very Important	239	41	40
Strongly Agree	175	30	30	Critical	82	14	13
Non-Response/Unsure	15	3	3	Non-Response/Unsure	13	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	52	9	8	Not Important	22	4	4
Somewhat Disagree	81	14	13	Somewhat Important	72	13	14
Neither Agree or Disagree	128	22	25	Important	176	31	33
Somewhat Agree	153	27	26	Very Important	223	39	36
Strongly Agree	127	22	21	Critical	72	13	10
Non-Response/Unsure	36	6	8	Non-Response/Unsure	12	2	2
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	8	10	Not Important	33	6	7
Somewhat Disagree	95	18	14	Somewhat Important	44	8	9
Neither Agree or Disagree	35	7	5	Important	63	12	17
Somewhat Agree	191	36	29	Very Important	220	42	41
Strongly Agree	166	32	40	Critical	164	31	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	9	12	Not Important	30	6	6
Somewhat Disagree	83	16	12	Somewhat Important	43	8	9
Neither Agree or Disagree	28	5	5	Important	71	14	17
Somewhat Agree	175	33	24	Very Important	225	43	42
Strongly Agree	193	37	47	Critical	157	30	24
Non-Response/Unsure	2	0	1	Non-Response/Unsure	1	0	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	60	11	12	Not Important	31	6	7
Somewhat Disagree	52	10	11	Somewhat Important	48	9	9
Neither Agree or Disagree	58	11	10	Important	65	12	17
Somewhat Agree	101	19	19	Very Important	226	43	41
Strongly Agree	235	45	42	Critical	154	29	23
Non-Response/Unsure	21	4	6	Non-Response/Unsure	3	1	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	65	12	15	Not Important	20	4	4
Somewhat Disagree	35	7	7	Somewhat Important	55	10	13
Neither Agree or Disagree	13	3	3	Important	133	25	28
Somewhat Agree	69	13	14	Very Important	223	42	40
Strongly Agree	336	64	56	Critical	95	18	14
Non-Response/Unsure	9	2	5	Non-Response/Unsure	1	0	2
TOTAL	**527**	**100**	**100**	**TOTAL**	**527**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	67	12	12	Not Important	28	5	5
Somewhat Disagree	123	21	20	Somewhat Important	89	15	16
Neither Agree or Disagree	81	14	15	Important	177	31	33
Somewhat Agree	170	30	31	Very Important	224	39	35
Strongly Agree	129	22	19	Critical	37	6	6
Non-Response/Unsure	7	1	2	Non-Response/Unsure	22	4	5
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	95	17	15	Not Important	43	8	8
Somewhat Disagree	29	5	6	Somewhat Important	67	12	12
Neither Agree or Disagree	42	7	8	Important	114	20	20
Somewhat Agree	55	10	11	Very Important	165	29	28
Strongly Agree	202	35	33	Critical	60	10	10
Non-Response/Unsure	154	27	27	Non-Response/Unsure	128	22	22
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	83	14	16	Not Important	46	8	10
Somewhat Disagree	34	6	6	Somewhat Important	55	10	12
Neither Agree or Disagree	44	8	9	Important	114	20	21
Somewhat Agree	53	9	11	Very Important	191	33	29
Strongly Agree	224	39	33	Critical	80	14	12
Non-Response/Unsure	139	24	26	Non-Response/Unsure	91	16	17
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	98	17	15	Not Important	44	8	9
Somewhat Disagree	66	11	14	Somewhat Important	67	12	13
Neither Agree or Disagree	101	18	16	Important	135	23	23
Somewhat Agree	103	18	22	Very Important	243	42	39
Strongly Agree	181	31	27	Critical	70	12	12
Non-Response/Unsure	28	5	7	Non-Response/Unsure	18	3	4
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	121	21	18	Not Important	32	6	6
Somewhat Disagree	79	14	14	Somewhat Important	85	15	15
Neither Agree or Disagree	60	10	13	Important	157	27	29
Somewhat Agree	90	16	17	Very Important	228	40	37
Strongly Agree	169	29	29	Critical	58	10	9
Non-Response/Unsure	58	10	10	Non-Response/Unsure	17	3	4
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	103	18	19	Not Important	35	6	7
Somewhat Disagree	122	21	21	Somewhat Important	65	11	12
Neither Agree or Disagree	79	14	15	Important	100	17	19
Somewhat Agree	134	23	25	Very Important	242	42	41
Strongly Agree	101	18	14	Critical	120	21	19
Non-Response/Unsure	38	7	7	Non-Response/Unsure	15	3	4
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	88	15	14	Not Important	24	4	4
Somewhat Disagree	42	7	9	Somewhat Important	68	12	12
Neither Agree or Disagree	28	5	4	Important	120	21	22
Somewhat Agree	86	15	19	Very Important	269	47	47
Strongly Agree	330	57	53	Critical	86	15	13
Non-Response/Unsure	3	1	2	Non-Response/Unsure	10	2	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	98	17	15	Not Important	38	7	7
Somewhat Disagree	21	4	4	Somewhat Important	59	10	10
Neither Agree or Disagree	5	1	2	Important	62	11	13
Somewhat Agree	38	7	9	Very Important	275	48	48
Strongly Agree	412	71	69	Critical	135	23	20
Non-Response/Unsure	3	1	1	Non-Response/Unsure	8	1	3
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	75	13	12	Not Important	25	4	5
Somewhat Disagree	75	13	15	Somewhat Important	80	14	13
Neither Agree or Disagree	93	16	16	Important	133	23	25
Somewhat Agree	132	23	25	Very Important	242	42	42
Strongly Agree	127	22	21	Critical	77	13	12
Non-Response/Unsure	75	13	11	Non-Response/Unsure	20	4	4
TOTAL	**577**	**100**	**100**	**TOTAL**	**577**	**100**	**100**

Natural Resources

Results for the Department of Natural Resources are slightly higher and more positive than the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, retention, merit, opportunities for career advancement, and department leadership.

Further details regarding overall results for the Department of Natural Resources are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 75% of employees feel that coworkers make an effort to help each other ☐ 70% of employees feel that they work as part of a team
Employee Involvement	☐ 68% of employees feel that they can provide input on decisions that affect their job ☐ 74% of employees feel that their supervisor considers their work-related ideas ☐ 60% of employees feel that shared goals are developed for their workgroup
Communications	☐ 71% of employees know how their work contributes to the department's priorities/purpose ☐ 66% of employees receive the communications they need to do their job well ☐ 68% of employees get feedback from their supervisor about their work performance ☐ 70% of employees participate in an annual performance appraisal/review with their supervisor ☐ 61% of employees feel work-related information is shared within their department ☐ 70% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Quality of Work Life	☐ 62% of employees are provided with support to balance their work and family life ☐ 64% of employees feel that they have the resources they need to do their job well ☐ 75%of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 74% of employees feel that they have access to training opportunities ☐ 61% of employees feel that they are encouraged to share what they have learned with others in their workgroup ☐ 74% of employees feel that they can apply what they've learned in training to their jobs ☐ 66% of employees get the training and related support they need to meet the demands of their job
Leadership	☐ 75% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 78% of employees feel that their department creates a safe work environment ☐ 78% of employees feel safe working in their jobs ☐ 68% of employees feel that harassment is not tolerated in their workplace ☐ 78% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 68% of employees feel that they have a good understanding of their benefits coverage ☐ 65% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 75% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 77% of employees feel that they have the required qualifications to meet the needs of their job
Ethics	☐ 67% of employees know where they can go for help to resolve workplace ethical dilemmas or conflicts
Compensation/ Recognition	☐ 65% of employees receive recognition from their supervisor for a job well done
Diversity	☐ 64% of employees feel that employees in their department are respectful of employee differences

Opportunities for Improvement

Personal Growth	☐ 42% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia
Others	☐ 46% of employees feel that hiring in the government of Nova Scotia is based on merit ☐ 49% of employees feel that they work for an effective organization, one that regularly achieves the goals set out in their business plan
Retention	☐ On average, 44% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 45% of employees intend to stay with the Government of Nova Scotia for the next 10 years
Leadership	☐ 37% of employees feel that senior management will try to resolve issues raised by employees in this survey

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	74.0	24.2	70.3	25.1	61.7	27.1
Female	77.3	21.8	68.4	27.4	50.4	32.2

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	71.2	27.5	64.8	29.5	49.8	33.9
Supervisory	78.2	20.2	73.8	23.0	66.4	22.1
Management	82.4	15.7	80.4	17.6	73.5	22.4

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	33.3	66.7	33.3	50.0	50.0
30 - 39	43.9	55.1	46.4	50.5	43.3	43.3
40 - 49	91.9	6.2	84.4	11.9	60.8	21.6
50 - 54	76.9	22.0	73.0	23.6	64.8	25.0
55 and over	78.0	20.0	62.0	26.0	68.0	26.0

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	80.0	20.0	70.0	20.0	70.0	20.0
2 - 5 years	54.8	45.2	54.8	38.7	45.2	38.7
6 - 10 years	76.6	23.4	74.5	21.3	48.9	27.7
11 - 20 years	71.7	27.5	68.1	27.7	58.4	29.2
> 20 years	79.2	18.3	71.6	24.2	61.5	27.6

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.6	37.4	61.6	33.3	54.2	37.5
TE - Technical	79.9	17.0	73.9	21.7	58.7	22.6
CR - Clerical	77.8	22.2	68.9	26.2	46.8	32.3
AS - Administrative Support	80.0	20.0	70.0	30.0	37.5	62.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	80.7	19.3	75.4	21.1	74.5	23.6
Other (see survey for list)	70.6	29.4	58.8	35.3	70.6	23.5

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	68.2	25.4	74.1	20.9	65.1	25.6
Female	70.3	23.7	72.9	20.3	51.3	34.2

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.9	27.4	71.6	23.6	55.8	29.5
Supervisory	66.9	25.0	74.2	18.5	63.4	29.3
Management	82.4	17.6	80.4	15.7	76.5	21.6

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	33.3	66.7	33.3	16.7	83.3
30 - 39	45.9	48.0	43.9	50.0	44.8	39.6
40 - 49	79.9	13.8	88.6	5.7	65.6	22.5
50 - 54	73.6	22.0	75.8	18.7	65.9	29.7
55 and over	69.4	22.4	81.6	14.3	72.3	17.0

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	22.2	77.8	22.2	55.6	44.4
2 - 5 years	54.8	35.5	54.8	41.9	41.9	35.5
6 - 10 years	63.8	23.4	70.2	27.7	63.0	23.9
11 - 20 years	67.5	28.3	73.1	19.3	62.2	28.6
> 20 years	72.3	22.6	77.4	16.9	62.9	27.3

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	59.6	33.3	65.3	33.7	67.4	25.3
TE - Technical	70.7	20.4	77.7	15.3	59.5	29.1
CR - Clerical	73.0	22.2	71.4	19.0	44.4	34.9
AS - Administrative Support	66.7	33.3	77.8	22.2	44.4	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	77.2	22.8	78.9	17.5	73.7	24.6
Other (see survey for list)	52.9	41.2	70.6	17.6	58.8	23.5

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	56.5	32.8	73.5	21.9	68.9	22.3	68.8	20.9	73.6	23.2	64.0	25.1	69.1	22.3
Female	49.1	38.6	65.0	26.5	60.7	31.6	67.8	26.3	61.3	32.8	57.3	31.6	75.6	17.6

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	49.0	39.4	69.0	25.7	60.4	28.4	64.3	26.0	68.1	27.9	57.7	30.0	66.2	24.6
Supervisory	56.3	30.3	72.4	20.3	72.4	24.4	70.5	19.7	69.4	26.8	64.2	27.6	75.6	16.3
Management	70.0	24.0	74.5	19.6	76.5	13.7	80.4	15.7	80.4	15.7	72.0	16.0	80.0	18.0

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	16.7	50.0	66.7	33.3	50.0	50.0	66.7	33.3	66.7	33.3	33.3	66.7	66.7	33.3
30 - 39	36.0	48.3	50.0	44.9	48.5	42.3	44.9	40.0	42.9	53.1	37.1	52.6	45.9	40.8
40 - 49	60.7	29.3	78.9	12.4	72.8	18.4	79.2	11.3	80.6	17.5	71.9	17.5	85.6	8.1
50 - 54	60.5	30.2	73.9	22.7	72.2	18.9	68.9	16.7	75.8	17.6	60.0	24.4	67.8	23.3
55 and over	59.6	31.9	81.6	14.3	72.0	22.0	79.6	16.3	78.0	16.0	83.7	10.2	79.6	18.4

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	30.0	80.0	20.0	62.5	37.5	66.7	22.2	70.0	30.0	66.7	33.3	50.0	20.0
2 - 5 years	48.3	34.5	51.6	41.9	48.4	41.9	54.8	45.2	50.0	43.3	45.2	41.9	58.1	29.0
6 - 10 years	41.5	39.0	70.2	25.5	63.8	31.9	59.6	36.2	66.0	34.0	41.1	42.6	66.0	23.4
11 - 20 years	50.0	38.2	68.9	26.1	69.2	23.3	73.9	17.6	71.7	24.2	61.0	29.7	70.0	24.2
> 20 years	60.4	31.6	74.7	18.0	68.0	21.6	69.2	19.0	73.1	22.3	66.8	19.9	75.8	17.5

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	46.5	40.7	65.3	31.6	54.1	35.7	56.1	33.7	61.6	35.4	49.0	37.8	59.6	28.3
TE - Technical	56.4	31.5	74.7	17.7	72.6	17.2	73.9	14.6	76.6	19.6	67.1	22.8	74.7	17.1
CR - Clerical	50.0	38.3	65.6	21.3	62.9	25.8	69.8	23.8	61.9	31.7	51.6	30.6	74.6	19.0
AS - Administrative Support	40.0	60.0	80.0	20.0	44.4	55.6	66.7	22.2	60.0	30.0	60.0	40.0	80.0	10.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	67.9	28.6	75.4	22.8	78.9	19.3	80.7	15.8	78.9	19.3	75.0	19.6	80.4	17.9
Other (see survey for list)	43.8	25.0	64.7	35.3	58.8	41.2	41.2	52.9	58.8	35.3	76.5	17.6	50.0	43.8

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	67.9	22.5	60.1	26.9
Female	68.6	22.0	50.4	36.5

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	63.4	27.7	53.9	34.1
Supervisory	69.9	17.1	56.4	27.4
Management	82.4	13.7	70.0	20.0

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	33.3	66.7
30 - 39	50.5	34.7	42.2	41.1
40 - 49	72.3	17.0	59.5	28.1
50 - 54	74.7	19.8	59.8	26.4
55 and over	77.6	18.4	73.5	18.4

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	77.8	22.2	77.8	22.2
2 - 5 years	48.4	35.5	37.0	37.0
6 - 10 years	65.2	21.7	55.8	34.9
11 - 20 years	66.9	24.6	55.8	31.9
> 20 years	71.8	19.5	59.4	27.6

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.7	29.9	50.0	35.6
TE - Technical	72.0	17.2	58.4	27.5
CR - Clerical	66.7	23.8	49.2	34.9
AS - Administrative Support	66.7	33.3	55.6	44.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	77.2	19.3	71.4	21.4
Other (see survey for list)	62.5	31.3	58.8	29.4

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	62.8	21.1	60.8	33.9	73.1	20.8
Female	67.2	21.8	74.8	21.0	79.8	16.0

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	61.6	25.4	66.1	29.1	73.6	22.5
Supervisory	64.5	17.7	59.7	33.1	76.6	15.3
Management	72.5	13.7	70.6	27.5	78.4	15.7

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	20.0	40.0	40.0	60.0	40.0
30 - 39	48.5	36.1	49.0	43.9	53.1	44.9
40 - 49	73.0	11.9	70.0	25.0	85.6	6.9
50 - 54	65.6	23.3	70.3	25.3	76.9	15.4
55 and over	64.0	20.0	72.0	26.0	84.0	14.0

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	20.0	70.0	20.0	80.0	20.0
2 - 5 years	53.3	23.3	66.7	33.3	56.7	40.0
6 - 10 years	66.0	27.7	61.7	31.9	78.7	21.3
11 - 20 years	60.2	22.9	66.4	29.4	69.7	23.5
> 20 years	67.2	19.0	64.0	29.9	80.2	13.2

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.6	30.3	54.5	42.4	61.6	34.3
TE - Technical	64.5	18.7	63.9	27.2	77.8	15.8
CR - Clerical	63.5	22.2	79.4	17.5	81.0	12.7
AS - Administrative Support	55.6	33.3	66.7	22.2	88.9	11.1
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	75.4	8.8	70.2	29.8	80.7	12.3
Other (see survey for list)	70.6	29.4	64.7	29.4	82.4	17.6

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	57.4	37.0	58.3	28.3	65.1	20.5
Female	55.9	40.7	59.8	33.3	67.2	26.1

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.4	43.9	54.0	35.0	64.8	25.6
Supervisory	64.2	32.5	58.5	27.6	60.0	19.2
Management	68.6	25.5	76.5	15.7	80.0	16.0

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	33.3	66.7	66.7	33.3	66.7	33.3
30 - 39	57.7	30.9	45.4	42.3	54.1	36.7
40 - 49	53.8	41.9	59.7	26.4	69.2	17.6
50 - 54	60.4	38.5	58.9	28.9	68.9	14.4
55 and over	64.0	34.0	78.0	20.0	69.6	21.7

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	22.2	66.7	22.2	70.0	20.0
2 - 5 years	51.6	35.5	41.9	51.6	51.6	35.5
6 - 10 years	46.8	46.8	63.8	29.8	70.2	21.3
11 - 20 years	52.1	44.5	52.1	31.9	65.5	26.1
> 20 years	62.9	33.0	63.1	26.2	66.0	18.3

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	43.9	53.6	37.1	54.1	31.6
TE - Technical	64.2	30.2	56.6	26.4	70.5	15.4
CR - Clerical	47.6	50.8	53.2	40.3	66.7	25.4
AS - Administrative Support	33.3	66.7	66.7	33.3	60.0	30.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	68.4	26.3	75.4	19.3	76.8	17.9
Other (see survey for list)	47.1	47.1	64.7	23.5	46.7	33.3

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	66.7	22.7	68.8	24.1	72.7	18.8	58.8	24.2	71.4	15.4	64.8	27.3
Female	70.9	20.5	76.3	17.8	77.1	16.1	70.3	18.6	73.9	15.7	75.0	20.7

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.5	24.8	67.8	26.0	71.4	20.7	61.3	25.8	70.9	16.8	65.1	27.4
Supervisory	73.2	17.9	76.0	17.4	79.7	13.0	64.5	19.8	75.8	11.3	72.3	21.8
Management	66.0	20.0	72.5	17.6	72.0	18.0	60.8	15.7	68.6	19.6	69.4	24.5

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	33.3	66.7	33.3	66.7	33.3	66.7	33.3	66.7	33.3	66.7
30 - 39	40.2	46.4	40.2	52.6	49.0	40.8	37.8	42.9	45.4	26.8	50.0	40.2
40 - 49	77.8	10.1	85.6	8.1	86.3	6.3	73.4	13.6	84.1	10.2	77.3	16.7
50 - 54	72.2	20.0	71.6	18.2	75.0	14.8	69.2	14.3	80.0	8.9	69.3	23.9
55 and over	86.0	12.0	88.0	10.0	88.0	10.0	68.0	20.0	78.7	14.9	75.5	20.4

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	40.0	30.0	30.0	40.0	50.0	30.0	20.0	50.0	50.0	20.0	62.5	25.0
2 - 5 years	53.3	26.7	43.3	36.7	48.4	25.8	46.7	36.7	51.6	29.0	46.7	36.7
6 - 10 years	55.6	40.0	60.9	39.1	65.2	30.4	54.3	32.6	63.6	25.0	69.8	23.3
11 - 20 years	59.2	26.7	65.8	25.8	68.3	22.5	61.5	18.8	68.3	15.0	63.2	30.7
> 20 years	80.0	13.8	83.0	12.9	85.1	10.3	69.2	19.0	81.2	11.0	74.1	20.6

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	53.1	32.3	54.2	36.5	59.8	28.9	50.0	32.3	59.8	18.6	56.5	33.7
TE - Technical	73.4	18.4	75.2	18.5	79.1	12.7	61.5	23.7	78.8	12.8	72.5	22.1
CR - Clerical	75.8	17.7	82.5	14.3	82.5	12.7	79.0	14.5	78.3	15.0	78.3	16.7
AS - Administrative Support	50.0	20.0	70.0	20.0	70.0	20.0	70.0	20.0	70.0	20.0	70.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	73.7	17.5	75.4	15.8	76.8	16.1	64.9	12.3	71.9	14.0	66.1	26.8
Other (see survey for list)	64.7	29.4	70.6	29.4	70.6	29.4	64.7	23.5	62.5	25.0	58.8	35.3

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	73.9	22.5	53.1	31.3	54.4	31.0	50.5	31.0	43.2	36.0
Female	79.7	17.8	51.3	31.6	50.0	36.4	56.1	30.7	33.0	46.2

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	73.6	22.5	50.2	34.4	49.3	35.7	48.2	36.6	35.2	46.7
Supervisory	77.4	21.0	48.3	30.8	50.4	30.6	51.7	25.8	41.6	29.2
Management	78.4	17.6	68.6	21.6	72.5	25.5	68.6	17.6	58.3	29.2

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	33.3	33.3	66.7	33.3	50.0	50.0	50.0	40.0	60.0
30 - 39	45.4	46.4	42.1	32.6	43.8	38.5	35.4	45.8	36.7	44.4
40 - 49	88.1	10.0	53.5	32.7	53.1	32.5	53.5	29.3	33.6	43.4
50 - 54	82.4	15.4	57.5	28.7	58.4	25.8	61.8	22.5	47.5	30.0
55 and over	82.0	18.0	61.7	25.5	62.0	32.0	61.2	20.4	57.8	26.7

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	77.8	22.2	70.0	30.0	70.0	20.0	66.7	33.3	44.4	44.4
2 - 5 years	54.8	41.9	50.0	33.3	51.6	29.0	43.3	43.3	42.3	38.5
6 - 10 years	76.1	23.9	52.2	23.9	58.7	32.6	48.9	24.4	37.2	39.5
11 - 20 years	72.5	23.3	52.6	31.9	51.7	34.7	51.7	33.3	42.0	40.2
> 20 years	80.2	16.2	51.3	33.0	51.3	32.8	53.6	28.6	39.2	38.1

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	65.3	33.7	45.8	36.5	47.7	40.2	44.3	38.1	40.4	43.8
TE - Technical	79.9	15.1	50.7	31.6	51.0	29.9	52.9	25.8	37.7	38.4
CR - Clerical	81.0	15.9	48.4	32.3	48.4	35.5	59.0	31.1	34.5	41.4
AS - Administrative Support	77.8	22.2	70.0	30.0	50.0	30.0	22.2	66.7	37.5	62.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	75.4	22.8	66.7	24.6	71.9	24.6	61.4	24.6	54.5	27.3
Other (see survey for list)	70.6	23.5	56.3	25.0	52.9	35.3	41.2	41.2	33.3	40.0

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	74.5	21.3	60.9	20.1	73.1	19.8	44.0	39.6	63.0	26.1
Female	75.6	21.8	60.5	21.8	78.2	17.6	40.9	42.6	72.3	23.5

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	74.0	21.1	59.2	22.8	71.4	21.1	38.6	44.4	64.5	26.8
Supervisory	73.4	24.2	61.3	17.7	79.0	17.7	45.7	37.9	62.9	25.0
Management	78.4	19.6	62.7	19.6	76.5	15.7	55.1	30.6	74.5	23.5

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	33.3	50.0	50.0	66.7	33.3	33.3	50.0	66.7	33.3
30 - 39	47.9	49.0	37.1	44.3	40.2	51.5	51.7	30.3	43.3	46.4
40 - 49	85.6	9.4	68.3	10.6	91.3	3.1	38.6	44.3	71.4	19.9
50 - 54	80.2	17.6	70.3	16.5	76.7	17.8	43.2	42.0	68.1	20.9
55 and over	80.0	16.0	64.0	12.0	84.0	10.0	42.9	42.9	84.0	12.0

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	90.0	10.0	40.0	30.0	70.0	20.0	80.0	20.0	70.0	10.0
2 - 5 years	56.7	36.7	38.7	45.2	61.3	35.5	38.7	38.7	54.8	29.0
6 - 10 years	65.2	30.4	54.3	32.6	73.9	21.7	41.9	34.9	63.0	32.6
11 - 20 years	76.5	21.0	64.2	20.0	70.0	24.2	38.6	44.7	64.2	25.8
> 20 years	77.2	18.8	64.0	14.2	79.6	13.3	44.5	40.8	68.0	24.4

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	66.0	32.0	51.0	34.7	60.2	33.7	43.0	35.5	54.1	37.8
TE - Technical	78.5	14.6	64.2	12.6	80.4	12.0	41.6	45.5	69.2	18.9
CR - Clerical	77.8	20.6	66.7	19.0	82.5	15.9	32.8	49.2	73.0	20.3
AS - Administrative Support	70.0	30.0	30.0	40.0	60.0	20.0	40.0	60.0	60.0	40.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	77.2	21.1	63.2	19.3	77.2	15.8	58.2	23.6	71.9	22.8
Other (see survey for list)	64.7	35.3	64.7	17.6	70.6	29.4	43.8	37.5	47.1	41.2

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	62.2	15.9	65.8	23.1	52.5	12.5
Female	59.1	23.6	64.9	24.6	56.9	22.0

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	56.8	22.1	61.1	26.2	48.1	18.4
Supervisory	63.8	13.8	67.5	22.0	59.6	13.2
Management	72.0	14.0	76.5	19.6	60.9	10.9

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	66.7	33.3	40.0	20.0
30 - 39	43.3	34.4	41.5	45.7	36.0	34.8
40 - 49	69.7	9.9	75.2	14.0	57.4	4.7
50 - 54	58.8	17.6	67.8	18.9	58.1	15.1
55 and over	72.9	12.5	74.0	22.0	67.4	15.2

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	20.0	66.7	11.1	80.0	20.0
2 - 5 years	40.7	40.7	53.3	36.7	39.3	25.0
6 - 10 years	61.4	20.5	64.4	28.9	48.8	16.3
11 - 20 years	57.9	19.3	64.7	24.4	50.4	14.2
> 20 years	65.4	14.1	67.4	21.2	57.0	15.1

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	24.4	56.3	32.3	38.8	18.8
TE - Technical	63.2	14.5	65.0	22.3	56.6	12.5
CR - Clerical	64.8	20.4	62.7	25.4	57.9	24.6
AS - Administrative Support	40.0	30.0	80.0	10.0	66.7	11.1
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	70.2	15.8	78.9	15.8	56.6	11.3
Other (see survey for list)	70.6	17.6	70.6	23.5	64.7	17.6

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	77.8	20.1	77.9	20.4	71.8	18.3	77.1	20.7
Female	79.8	17.6	81.4	16.9	69.0	22.4	83.1	16.1

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	75.9	22.4	74.6	22.8	66.8	22.7	78.1	20.1
Supervisory	80.6	15.3	84.7	14.5	73.9	16.0	80.6	16.9
Management	82.4	17.6	82.4	17.6	79.6	16.3	78.4	21.6

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	33.3	66.7	33.3	66.7	33.3	66.7	33.3
30 - 39	46.4	51.5	44.9	51.0	39.8	41.9	49.0	47.9
40 - 49	94.4	3.1	96.3	2.5	84.9	7.9	96.2	1.9
50 - 54	80.2	16.5	81.3	17.6	75.3	16.9	78.7	21.3
55 and over	86.0	14.0	85.7	14.3	78.0	18.0	84.0	14.0

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	80.0	20.0	70.0	20.0	77.8	22.2	80.0	20.0
2 - 5 years	61.3	38.7	58.1	38.7	50.0	36.7	56.7	40.0
6 - 10 years	80.4	19.6	74.5	23.4	68.2	22.7	76.1	23.9
11 - 20 years	74.2	24.2	77.5	21.7	66.4	21.2	75.6	21.0
> 20 years	82.7	13.7	84.2	14.3	76.7	15.5	85.1	13.9

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	66.3	31.6	65.7	31.3	60.0	27.8	62.1	32.6
TE - Technical	83.6	13.2	83.6	13.8	74.7	13.6	86.7	12.7
CR - Clerical	82.5	17.5	83.9	16.1	67.7	25.8	85.5	12.9
AS - Administrative Support	70.0	10.0	90.0	10.0	80.0	10.0	90.0	10.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	82.5	17.5	82.5	17.5	78.6	19.6	78.9	21.1
Other (see survey for list)	70.6	29.4	70.6	29.4	70.6	17.6	70.6	29.4

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	56.8	26.0	58.7	32.4	58.9	32.0	56.4	28.2	60.1	27.6
Female	55.7	27.0	62.7	25.3	60.0	27.8	52.2	24.8	52.7	31.8

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	52.7	31.9	59.2	32.0	59.3	31.0	50.2	30.4	54.8	31.9
Supervisory	60.7	19.7	69.6	21.7	64.5	30.1	63.6	22.0	64.1	24.8
Management	60.8	19.6	36.1	47.2	44.7	31.6	55.1	26.5	58.0	24.0

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	33.3	50.0	40.0	40.0	40.0	40.0	50.0	33.3	33.3	66.7
30 - 39	52.0	30.6	35.8	55.6	51.1	36.7	50.5	38.9	44.0	38.5
40 - 49	57.6	23.4	80.4	6.9	78.4	14.2	65.4	17.9	65.4	21.6
50 - 54	51.7	28.1	58.8	33.8	44.7	42.8	47.6	28.0	58.3	29.8
55 and over	72.0	22.0	58.5	34.1	24.0	68.0	44.7	31.9	62.2	28.9

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	80.0	20.0	57.1	28.6	66.7	22.2	70.0	20.0	44.4	44.4
2 - 5 years	45.2	41.9	31.8	63.6	55.2	41.4	44.8	41.4	41.4	41.4
6 - 10 years	56.5	26.1	51.6	22.6	65.8	17.1	54.3	21.7	44.2	41.9
11 - 20 years	53.8	26.9	61.4	31.3	69.3	20.8	57.8	25.9	61.6	27.7
> 20 years	58.2	24.2	64.3	27.3	49.6	41.1	54.3	27.7	62.2	23.8

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	49.5	31.3	44.2	42.9	47.3	39.5	48.9	38.0	43.3	37.8
TE - Technical	60.1	24.1	68.5	24.3	65.6	28.1	63.0	20.1	64.7	23.3
CR - Clerical	49.2	33.9	68.9	22.2	66.6	26.6	45.8	30.5	54.4	35.1
AS - Administrative Support	80.0	10.0	62.5	12.5	66.6	11.1	60.0	10.0	75.0	25.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	63.2	21.1	50.0	38.1	50.0	30.0	52.7	27.3	62.5	23.2
Other (see survey for list)	52.9	23.5	69.2	30.8	72.7	27.3	53.3	33.3	58.8	35.3

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.9	31.9	73.4	20.9	77.4	21.1	53.5	29.2
Female	42.5	38.1	80.3	17.9	79.8	16.8	53.5	20.8

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	43.6	37.2	72.9	23.1	75.3	21.6	48.3	28.0
Supervisory	50.4	31.6	79.0	15.3	81.3	17.9	55.6	25.6
Management	64.0	22.0	78.0	18.0	82.4	17.6	68.8	25.0

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	16.7	83.3	66.7	33.3	66.7	33.3	25.0	75.0
30 - 39	41.3	32.6	46.9	50.0	45.9	51.0	34.4	42.2
40 - 49	50.9	31.4	90.0	5.0	96.3	3.1	58.0	18.0
50 - 54	51.2	36.0	77.5	16.9	76.4	19.1	57.1	27.4
55 and over	52.3	31.8	81.3	12.5	87.8	12.2	71.1	20.0

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	40.0	77.8	22.2	80.0	20.0	50.0	25.0
2 - 5 years	43.3	33.3	54.8	38.7	54.8	41.9	39.3	39.3
6 - 10 years	41.3	34.8	76.6	19.1	76.6	21.3	48.8	32.6
11 - 20 years	53.1	32.7	76.1	20.5	75.6	22.7	51.4	28.8
> 20 years	47.6	33.7	78.1	16.8	83.6	14.4	57.7	22.5

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	48.4	35.8	59.2	36.7	62.2	35.7	38.0	41.3
TE - Technical	49.3	30.9	83.6	10.7	83.4	14.0	55.2	23.8
CR - Clerical	32.8	43.1	82.3	14.5	84.1	12.7	54.4	19.3
AS - Administrative Support	70.0	30.0	77.8	22.2	90.0	10.0	44.4	33.3
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	60.7	28.6	78.6	17.9	82.5	17.5	75.9	18.5
Other (see survey for list)	33.3	33.3	56.3	37.5	76.5	23.5	52.9	23.5

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	11	12	Not Important	21	5	6
Somewhat Disagree	52	13	13	Somewhat Important	60	15	12
Neither Agree or Disagree	6	2	2	Important	60	15	14
Somewhat Agree	92	23	25	Very Important	194	48	45
Strongly Agree	213	52	47	Critical	66	16	21
Non-Response/Unsure	0	0	1	Non-Response/Unsure	6	2	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	9	11	Not Important	21	5	7
Somewhat Disagree	67	17	16	Somewhat Important	56	14	12
Neither Agree or Disagree	18	4	4	Important	73	18	15
Somewhat Agree	120	30	30	Very Important	175	43	41
Strongly Agree	161	40	37	Critical	70	17	22
Non-Response/Unsure	4	1	2	Non-Response/Unsure	12	3	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	9	12	Not Important	15	4	5
Somewhat Disagree	75	18	17	Somewhat Important	77	19	17
Neither Agree or Disagree	52	13	13	Important	133	33	27
Somewhat Agree	151	37	32	Very Important	125	31	34
Strongly Agree	79	19	23	Critical	40	10	12
Non-Response/Unsure	12	3	5	Non-Response/Unsure	17	4	5
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	10	14	Not Important	20	5	5
Somewhat Disagree	63	16	17	Somewhat Important	49	12	13
Neither Agree or Disagree	25	6	6	Important	93	23	21
Somewhat Agree	129	32	34	Very Important	199	49	44
Strongly Agree	148	36	28	Critical	36	9	14
Non-Response/Unsure	3	1	1	Non-Response/Unsure	10	3	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	11	14	Not Important	15	4	4
Somewhat Disagree	40	10	13	Somewhat Important	61	15	14
Neither Agree or Disagree	22	5	6	Important	88	22	23
Somewhat Agree	120	30	29	Very Important	197	48	45
Strongly Agree	177	44	36	Critical	34	8	11
Non-Response/Unsure	4	1	2	Non-Response/Unsure	12	3	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	10	17	Not Important	11	3	4
Somewhat Disagree	74	18	19	Somewhat Important	64	16	17
Neither Agree or Disagree	43	11	11	Important	145	36	32
Somewhat Agree	151	37	30	Very Important	147	36	35
Strongly Agree	93	23	21	Critical	29	7	9
Non-Response/Unsure	6	1	2	Non-Response/Unsure	11	3	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	76	19	22	Not Important	20	5	6
Somewhat Disagree	55	14	13	Somewhat Important	98	24	22
Neither Agree or Disagree	43	11	10	Important	155	38	36
Somewhat Agree	92	23	21	Very Important	111	27	27
Strongly Agree	112	28	28	Critical	19	5	7
Non-Response/Unsure	29	7	7	Non-Response/Unsure	4	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	10	12	Not Important	16	4	5
Somewhat Disagree	52	13	13	Somewhat Important	64	16	16
Neither Agree or Disagree	24	6	8	Important	131	32	32
Somewhat Agree	117	29	27	Very Important	156	38	36
Strongly Agree	169	42	38	Critical	36	9	10
Non-Response/Unsure	4	1	3	Non-Response/Unsure	4	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	6	10	Not Important	23	6	7
Somewhat Disagree	75	18	21	Somewhat Important	58	14	11
Neither Agree or Disagree	34	8	8	Important	89	22	21
Somewhat Agree	155	38	36	Very Important	162	40	39
Strongly Agree	112	28	24	Critical	72	18	19
Non-Response/Unsure	5	1	2	Non-Response/Unsure	3	1	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	10	15	Not Important	21	5	6
Somewhat Disagree	51	13	17	Somewhat Important	55	14	13
Neither Agree or Disagree	36	9	8	Important	93	23	22
Somewhat Agree	109	27	27	Very Important	189	46	41
Strongly Agree	167	41	32	Critical	44	11	15
Non-Response/Unsure	4	1	2	Non-Response/Unsure	5	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	78	19	25	Not Important	27	7	8
Somewhat Disagree	28	7	11	Somewhat Important	69	17	16
Neither Agree or Disagree	16	4	8	Important	91	22	23
Somewhat Agree	68	17	15	Very Important	168	41	36
Strongly Agree	216	53	38	Critical	51	13	14
Non-Response/Unsure	1	0	4	Non-Response/Unsure	1	0	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	8	12	Not Important	23	6	5
Somewhat Disagree	76	19	20	Somewhat Important	53	13	13
Neither Agree or Disagree	44	11	9	Important	108	27	26
Somewhat Agree	127	31	33	Very Important	163	40	40
Strongly Agree	122	30	24	Critical	55	14	14
Non-Response/Unsure	4	1	3	Non-Response/Unsure	5	1	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	9	9	Not Important	22	5	5
Somewhat Disagree	49	12	16	Somewhat Important	61	15	14
Neither Agree or Disagree	32	8	9	Important	117	29	28
Somewhat Agree	148	36	33	Very Important	151	37	38
Strongly Agree	139	34	30	Critical	54	13	13
Non-Response/Unsure	3	1	3	Non-Response/Unsure	2	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	7	12	Not Important	16	4	5
Somewhat Disagree	60	15	17	Somewhat Important	67	17	13
Neither Agree or Disagree	38	9	9	Important	111	27	28
Somewhat Agree	137	34	29	Very Important	163	40	38
Strongly Agree	136	33	30	Critical	49	12	14
Non-Response/Unsure	6	2	3	Non-Response/Unsure	1	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	12	18	Not Important	22	5	6
Somewhat Disagree	69	17	17	Somewhat Important	56	14	12
Neither Agree or Disagree	50	12	13	Important	98	24	22
Somewhat Agree	92	23	21	Very Important	166	41	38
Strongly Agree	127	31	25	Critical	61	15	20
Non-Response/Unsure	21	5	6	Non-Response/Unsure	4	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	11	15	Not Important	25	6	7
Somewhat Disagree	44	11	16	Somewhat Important	53	13	12
Neither Agree or Disagree	58	14	14	Important	69	17	18
Somewhat Agree	103	25	25	Very Important	187	46	41
Strongly Agree	154	38	28	Critical	70	17	20
Non-Response/Unsure	5	1	2	Non-Response/Unsure	3	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	10	11	Not Important	32	8	8
Somewhat Disagree	83	20	20	Somewhat Important	43	11	10
Neither Agree or Disagree	21	5	6	Important	45	11	14
Somewhat Agree	144	35	33	Very Important	205	50	44
Strongly Agree	118	29	30	Critical	79	19	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	3	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	10	11	Not Important	25	6	8
Somewhat Disagree	36	9	14	Somewhat Important	45	11	10
Neither Agree or Disagree	22	5	6	Important	50	12	14
Somewhat Agree	121	30	27	Very Important	190	47	43
Strongly Agree	184	45	41	Critical	94	23	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	3	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	60	15	21	Not Important	30	7	6
Somewhat Disagree	94	23	25	Somewhat Important	43	11	11
Neither Agree or Disagree	20	5	5	Important	63	16	14
Somewhat Agree	149	37	31	Very Important	199	49	47
Strongly Agree	82	20	17	Critical	71	17	21
Non-Response/Unsure	2	1	1	Non-Response/Unsure	1	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	10	15	Not Important	25	6	6
Somewhat Disagree	80	20	21	Somewhat Important	46	11	12
Neither Agree or Disagree	47	12	9	Important	93	23	18
Somewhat Agree	135	33	31	Very Important	192	47	47
Strongly Agree	100	25	22	Critical	50	12	16
Non-Response/Unsure	4	1	2	Non-Response/Unsure	1	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	10	15	Not Important	20	5	4
Somewhat Disagree	48	12	16	Somewhat Important	53	13	13
Neither Agree or Disagree	49	12	10	Important	113	28	22
Somewhat Agree	129	32	28	Very Important	178	44	44
Strongly Agree	133	33	29	Critical	38	9	13
Non-Response/Unsure	7	2	2	Non-Response/Unsure	5	1	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	8	9	Not Important	31	8	8
Somewhat Disagree	56	14	16	Somewhat Important	50	12	13
Neither Agree or Disagree	40	10	9	Important	125	31	29
Somewhat Agree	133	33	32	Very Important	153	38	39
Strongly Agree	140	34	30	Critical	40	10	8
Non-Response/Unsure	5	1	4	Non-Response/Unsure	8	2	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	10	10	Not Important	16	4	5
Somewhat Disagree	50	12	13	Somewhat Important	42	10	11
Neither Agree or Disagree	27	7	7	Important	135	33	30
Somewhat Agree	116	29	29	Very Important	166	41	41
Strongly Agree	169	42	38	Critical	42	10	9
Non-Response/Unsure	5	1	4	Non-Response/Unsure	6	1	4
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	9	8	Not Important	9	2	3
Somewhat Disagree	37	9	12	Somewhat Important	52	13	12
Neither Agree or Disagree	32	8	7	Important	139	34	34
Somewhat Agree	111	27	27	Very Important	160	39	40
Strongly Agree	187	46	42	Critical	42	10	9
Non-Response/Unsure	4	1	4	Non-Response/Unsure	5	1	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	18	4	6	Not Important	7	2	4
Somewhat Disagree	73	18	18	Somewhat Important	65	16	14
Neither Agree or Disagree	60	15	15	Important	144	35	34
Somewhat Agree	127	31	29	Very Important	149	37	37
Strongly Agree	122	30	27	Critical	37	9	8
Non-Response/Unsure	7	2	4	Non-Response/Unsure	5	1	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	3	4	Not Important	8	2	4
Somewhat Disagree	49	12	12	Somewhat Important	56	14	12
Neither Agree or Disagree	49	12	13	Important	135	33	32
Somewhat Agree	115	28	29	Very Important	151	37	38
Strongly Agree	172	42	38	Critical	42	10	8
Non-Response/Unsure	9	2	4	Non-Response/Unsure	15	4	5
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	10	12	Not Important	8	2	3
Somewhat Disagree	58	14	15	Somewhat Important	46	11	12
Neither Agree or Disagree	26	6	6	Important	134	33	32
Somewhat Agree	93	23	23	Very Important	170	42	40
Strongly Agree	170	42	39	Critical	42	10	9
Non-Response/Unsure	21	5	6	Non-Response/Unsure	7	2	4
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	53	13	15	Not Important	25	6	6
Somewhat Disagree	33	8	12	Somewhat Important	46	11	11
Neither Agree or Disagree	13	3	4	Important	49	12	13
Somewhat Agree	77	19	23	Very Important	211	52	48
Strongly Agree	229	56	46	Critical	72	18	19
Non-Response/Unsure	2	0	1	Non-Response/Unsure	4	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	54	13	17	Not Important	20	5	6
Somewhat Disagree	70	17	18	Somewhat Important	49	12	11
Neither Agree or Disagree	64	16	15	Important	94	23	20
Somewhat Agree	111	27	24	Very Important	167	41	42
Strongly Agree	96	24	22	Critical	68	17	19
Non-Response/Unsure	12	3	3	Non-Response/Unsure	9	2	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	53	13	18	Not Important	23	6	6
Somewhat Disagree	78	19	20	Somewhat Important	45	11	11
Neither Agree or Disagree	58	14	13	Important	83	20	17
Somewhat Agree	128	31	26	Very Important	165	41	42
Strongly Agree	85	21	22	Critical	85	21	22
Non-Response/Unsure	5	1	2	Non-Response/Unsure	6	2	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	56	14	17	Not Important	21	5	5
Somewhat Disagree	67	17	17	Somewhat Important	46	11	12
Neither Agree or Disagree	69	17	15	Important	86	21	21
Somewhat Agree	113	28	25	Very Important	182	45	43
Strongly Agree	93	23	22	Critical	62	15	17
Non-Response/Unsure	9	2	4	Non-Response/Unsure	10	3	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	63	16	20	Not Important	27	7	6
Somewhat Disagree	82	20	19	Somewhat Important	38	9	11
Neither Agree or Disagree	77	19	17	Important	100	25	20
Somewhat Agree	103	25	21	Very Important	158	39	39
Strongly Agree	47	12	15	Critical	72	18	21
Non-Response/Unsure	35	9	8	Non-Response/Unsure	12	3	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	12	12	Not Important	18	4	5
Somewhat Disagree	39	10	16	Somewhat Important	56	14	13
Neither Agree or Disagree	15	4	5	Important	77	19	21
Somewhat Agree	124	31	31	Very Important	202	50	46
Strongly Agree	176	43	35	Critical	52	13	14
Non-Response/Unsure	4	1	1	Non-Response/Unsure	2	1	1
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	7	11	Not Important	9	2	3
Somewhat Disagree	55	14	16	Somewhat Important	66	16	17
Neither Agree or Disagree	76	19	16	Important	154	38	36
Somewhat Agree	126	31	29	Very Important	151	37	37
Strongly Agree	120	30	27	Critical	23	6	6
Non-Response/Unsure	1	0	2	Non-Response/Unsure	4	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	10	10	Not Important	16	4	4
Somewhat Disagree	39	10	11	Somewhat Important	47	12	13
Neither Agree or Disagree	25	6	8	Important	117	29	28
Somewhat Agree	98	24	28	Very Important	182	45	44
Strongly Agree	204	50	41	Critical	43	11	10
Non-Response/Unsure	2	1	2	Non-Response/Unsure	2	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	81	20	23	Not Important	29	7	7
Somewhat Disagree	77	19	20	Somewhat Important	65	16	14
Neither Agree or Disagree	64	16	14	Important	115	28	26
Somewhat Agree	100	25	24	Very Important	153	38	39
Strongly Agree	69	17	14	Critical	44	11	13
Non-Response/Unsure	16	4	5	Non-Response/Unsure	1	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	9	11	Not Important	24	6	5
Somewhat Disagree	69	17	20	Somewhat Important	49	12	12
Neither Agree or Disagree	36	9	10	Important	93	23	22
Somewhat Agree	146	36	33	Very Important	187	46	43
Strongly Agree	120	30	25	Critical	51	13	16
Non-Response/Unsure	1	0	1	Non-Response/Unsure	3	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	20	5	9	Not Important	13	3	5
Somewhat Disagree	50	12	15	Somewhat Important	63	16	16
Neither Agree or Disagree	78	19	20	Important	170	42	34
Somewhat Agree	145	36	30	Very Important	129	32	34
Strongly Agree	88	22	20	Critical	29	7	10
Non-Response/Unsure	26	6	6	Non-Response/Unsure	3	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	27	7	9	Not Important	10	3	4
Somewhat Disagree	68	17	16	Somewhat Important	57	14	13
Neither Agree or Disagree	43	11	13	Important	144	35	29
Somewhat Agree	130	32	29	Very Important	155	38	40
Strongly Agree	130	32	30	Critical	39	10	13
Non-Response/Unsure	9	2	3	Non-Response/Unsure	2	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	16	4	8	Not Important	12	3	4
Somewhat Disagree	43	11	13	Somewhat Important	61	15	14
Neither Agree or Disagree	115	28	25	Important	170	42	33
Somewhat Agree	120	30	28	Very Important	127	31	36
Strongly Agree	80	20	21	Critical	35	9	10
Non-Response/Unsure	33	8	8	Non-Response/Unsure	2	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	9	10	Not Important	31	8	7
Somewhat Disagree	42	10	14	Somewhat Important	34	8	9
Neither Agree or Disagree	9	2	5	Important	61	15	17
Somewhat Agree	102	25	29	Very Important	183	45	41
Strongly Agree	216	53	40	Critical	97	24	25
Non-Response/Unsure	1	0	1	Non-Response/Unsure	1	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	12	12	Not Important	24	6	6
Somewhat Disagree	31	8	12	Somewhat Important	39	10	9
Neither Agree or Disagree	7	2	5	Important	60	15	17
Somewhat Agree	75	18	24	Very Important	199	49	42
Strongly Agree	245	60	47	Critical	84	21	24
Non-Response/Unsure	1	0	1	Non-Response/Unsure	1	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	40	10	12	Not Important	19	5	7
Somewhat Disagree	37	9	11	Somewhat Important	47	12	9
Neither Agree or Disagree	37	9	10	Important	77	19	17
Somewhat Agree	74	18	19	Very Important	162	40	41
Strongly Agree	203	50	42	Critical	97	24	23
Non-Response/Unsure	16	4	6	Non-Response/Unsure	5	1	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	14	15	Not Important	17	4	4
Somewhat Disagree	19	5	7	Somewhat Important	49	12	13
Neither Agree or Disagree	7	2	3	Important	120	30	28
Somewhat Agree	36	9	14	Very Important	155	38	40
Strongly Agree	281	69	56	Critical	66	16	14
Non-Response/Unsure	6	2	5	Non-Response/Unsure	0	0	2
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	7	12	Not Important	20	5	5
Somewhat Disagree	78	19	20	Somewhat Important	73	18	16
Neither Agree or Disagree	70	17	15	Important	146	36	33
Somewhat Agree	145	36	31	Very Important	137	34	35
Strongly Agree	81	20	19	Critical	15	4	6
Non-Response/Unsure	5	1	2	Non-Response/Unsure	16	4	5
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	65	16	15	Not Important	45	11	8
Somewhat Disagree	26	6	6	Somewhat Important	56	14	12
Neither Agree or Disagree	29	7	8	Important	75	18	20
Somewhat Agree	35	9	11	Very Important	103	25	28
Strongly Agree	143	35	33	Critical	41	10	10
Non-Response/Unsure	109	27	27	Non-Response/Unsure	87	21	22
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	72	18	16	Not Important	59	15	10
Somewhat Disagree	23	6	6	Somewhat Important	52	13	12
Neither Agree or Disagree	31	8	9	Important	87	21	21
Somewhat Agree	42	10	11	Very Important	94	23	29
Strongly Agree	142	35	33	Critical	45	11	12
Non-Response/Unsure	97	24	26	Non-Response/Unsure	70	17	17
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	52	13	15	Not Important	43	11	9
Somewhat Disagree	53	13	14	Somewhat Important	54	13	13
Neither Agree or Disagree	68	17	16	Important	91	22	23
Somewhat Agree	88	22	22	Very Important	147	36	39
Strongly Agree	126	31	27	Critical	55	14	12
Non-Response/Unsure	20	5	7	Non-Response/Unsure	17	4	4
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	56	14	18	Not Important	27	7	6
Somewhat Disagree	55	14	14	Somewhat Important	62	15	15
Neither Agree or Disagree	50	12	13	Important	143	35	29
Somewhat Agree	83	20	17	Very Important	137	34	37
Strongly Agree	136	33	29	Critical	28	7	9
Non-Response/Unsure	27	7	10	Non-Response/Unsure	10	3	4
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	54	13	19	Not Important	24	6	7
Somewhat Disagree	76	19	21	Somewhat Important	51	13	12
Neither Agree or Disagree	70	17	15	Important	77	19	19
Somewhat Agree	115	28	25	Very Important	183	45	41
Strongly Agree	72	18	14	Critical	63	16	19
Non-Response/Unsure	20	5	7	Non-Response/Unsure	9	2	4
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	12	14	Not Important	14	3	4
Somewhat Disagree	32	8	9	Somewhat Important	51	13	12
Neither Agree or Disagree	18	4	4	Important	103	25	22
Somewhat Agree	67	17	19	Very Important	174	43	47
Strongly Agree	236	58	53	Critical	58	14	13
Non-Response/Unsure	5	1	2	Non-Response/Unsure	7	2	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	15	15	Not Important	27	7	7
Somewhat Disagree	19	5	4	Somewhat Important	42	10	10
Neither Agree or Disagree	8	2	2	Important	56	14	13
Somewhat Agree	50	12	9	Very Important	205	50	48
Strongly Agree	266	65	69	Critical	70	17	20
Non-Response/Unsure	3	1	1	Non-Response/Unsure	7	2	3
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	9	12	Not Important	17	4	5
Somewhat Disagree	64	16	15	Somewhat Important	54	13	13
Neither Agree or Disagree	74	18	16	Important	113	28	25
Somewhat Agree	110	27	25	Very Important	171	42	42
Strongly Agree	90	22	21	Critical	42	10	12
Non-Response/Unsure	33	8	11	Non-Response/Unsure	10	3	4
TOTAL	**407**	**100**	**100**	**TOTAL**	**407**	**100**	**100**

Public Prosecution Service

Results for the Public Prosecution Service are slightly higher and more positive than the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, communications, workplace ethics, compensation and recognition, retention, merit, opportunities for career advancement, and department leadership.

Further details regarding overall results for the Public Prosecution Service are available, outlining a summary of strengths and improvement areas for the organization and the frequency of responses received for each question in the survey. Due to the size of the respondent group in the Public Prosecution Service, 44, and to protect the anonymity of responses, we are unable to provide a further breakdown of responses by demographic areas.

Strengths to Build Upon

Teamwork	☐ 91% of employees feel that coworkers make an effort to help each other ☐ 86% of employees feel that they work as part of a team
Employee Involvement	☐ 69% of employees feel that they can provide input on decisions that affect their job ☐ 75% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 80% of employees know how their work contributes to the department's priorities/purpose ☐ 75% of employees receive the communications they need to do their job well ☐ 66% of employees get feedback from their supervisor about their work performance ☐ 63% of employees feel work-related information is shared within their department ☐ 75% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Quality of Work Life	☐ 84% of employees feel that they have the resources they need to do their job well ☐ 80%of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 79% of employees feel that they have access to training opportunities ☐ 80% of employees feel that they can apply what they've learned in training to their jobs ☐ 70% of employees feel that they get the training and related support they need to meet the demands of their job
Leadership	☐ 75% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 80% of employees feel that their department creates a safe work environment ☐ 84% of employees feel safe working in their jobs ☐ 85% of employees feel that harassment is not tolerated in their workplace ☐ 62% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 64% of employees feel that they have a good understanding of their benefits coverage ☐ 71% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 79% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 93% of employees feel that they have the required qualifications to meet the needs of their job ☐ 61% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
Ethics	☐ 71% of employees know where they can go for help to resolve workplace ethical dilemmas or conflicts
Retention	☐ 62% of employees would recommend the Government of Nova Scotia as one of the best places to work in their community
Diversity	☐ 66% of employees feel that employees in their department are respectful of employee differences

Opportunities for Improvement

Communications	☐ 48% of employees received communications about their department's business plan in the past 12 months
Ethics	☐ 41% of employees feel that they can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal
Compensation/ Recognition	☐ 34% of employees feel that they are compensated (salary and benefits) fairly for their job ☐ 48% of employees feel valued for their contributions at work
Personal Growth	☐ 30% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia
Leadership	☐ 48% of employees feel that their department leaders set a good example for employees ☐ 48% of employees feel that their supervisor manages conflict in their workgroup ☐ 28% of employees feel that senior management will try to resolve issues raised by employees in this survey
Other	☐ 32% of employees feel that hiring in the Government of Nova Scotia is based on merit
Retention	☐ 37% of employees see a future for their career, working for the Government of Nova Scotia ☐ 34% of employees would stay with the Government of Nova Scotia, even if offered a similar job with slightly higher pay elsewhere in their community

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	12	Not Important	0	0	6
Somewhat Disagree	1	2	13	Somewhat Important	5	11	12
Neither Agree or Disagree	0	0	2	Important	4	9	14
Somewhat Agree	12	27	25	Very Important	23	52	45
Strongly Agree	28	64	47	Critical	11	25	21
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	5	11	Not Important	1	2	7
Somewhat Disagree	2	5	16	Somewhat Important	5	11	12
Neither Agree or Disagree	2	5	4	Important	6	14	15
Somewhat Agree	19	43	30	Very Important	22	50	41
Strongly Agree	19	43	37	Critical	9	21	22
Non-Response/Unsure	0	0	2	Non-Response/Unsure	1	2	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	12	Not Important	3	7	5
Somewhat Disagree	4	9	17	Somewhat Important	6	14	17
Neither Agree or Disagree	9	21	13	Important	10	23	27
Somewhat Agree	8	18	32	Very Important	15	34	34
Strongly Agree	16	36	23	Critical	6	14	12
Non-Response/Unsure	2	5	5	Non-Response/Unsure	4	9	5
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	14	Not Important	0	0	5
Somewhat Disagree	7	16	17	Somewhat Important	2	5	13
Neither Agree or Disagree	2	5	6	Important	13	30	21
Somewhat Agree	13	30	34	Very Important	19	43	44
Strongly Agree	17	39	28	Critical	6	14	14
Non-Response/Unsure	0	0	1	Non-Response/Unsure	4	9	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	14	Not Important	1	2	4
Somewhat Disagree	4	9	13	Somewhat Important	2	5	14
Neither Agree or Disagree	3	7	6	Important	16	36	23
Somewhat Agree	17	39	29	Very Important	17	39	45
Strongly Agree	16	36	36	Critical	5	11	11
Non-Response/Unsure	0	0	2	Non-Response/Unsure	3	7	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	21	17	Not Important	7	16	4
Somewhat Disagree	7	16	19	Somewhat Important	15	34	17
Neither Agree or Disagree	4	9	11	Important	13	30	32
Somewhat Agree	13	30	30	Very Important	5	11	35
Strongly Agree	10	23	21	Critical	4	9	9
Non-Response/Unsure	1	2	2	Non-Response/Unsure	0	0	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	22	Not Important	6	14	6
Somewhat Disagree	10	23	13	Somewhat Important	13	30	22
Neither Agree or Disagree	4	9	10	Important	18	41	36
Somewhat Agree	14	32	21	Very Important	5	11	27
Strongly Agree	7	16	28	Critical	1	2	7
Non-Response/Unsure	4	9	7	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	12	Not Important	2	5	5
Somewhat Disagree	1	2	13	Somewhat Important	9	21	16
Neither Agree or Disagree	3	7	8	Important	10	23	32
Somewhat Agree	13	30	27	Very Important	19	43	36
Strongly Agree	22	50	38	Critical	4	9	10
Non-Response/Unsure	1	2	3	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	5	10	Not Important	1	2	7
Somewhat Disagree	6	14	21	Somewhat Important	2	5	11
Neither Agree or Disagree	3	7	8	Important	11	25	21
Somewhat Agree	17	39	36	Very Important	24	55	39
Strongly Agree	16	36	24	Critical	6	14	19
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	16	15	Not Important	0	0	6
Somewhat Disagree	6	14	17	Somewhat Important	5	11	13
Neither Agree or Disagree	2	5	8	Important	14	32	22
Somewhat Agree	16	36	27	Very Important	20	46	41
Strongly Agree	13	30	32	Critical	5	11	15
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	17	39	25	Not Important	4	9	8
Somewhat Disagree	1	2	11	Somewhat Important	4	9	16
Neither Agree or Disagree	1	2	8	Important	14	32	23
Somewhat Agree	8	18	15	Very Important	17	39	36
Strongly Agree	15	34	38	Critical	5	11	14
Non-Response/Unsure	2	5	4	Non-Response/Unsure	0	0	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	12	Not Important	1	2	5
Somewhat Disagree	6	14	20	Somewhat Important	2	5	13
Neither Agree or Disagree	2	5	9	Important	10	23	26
Somewhat Agree	12	27	33	Very Important	24	55	40
Strongly Agree	16	36	24	Critical	4	9	14
Non-Response/Unsure	3	7	3	Non-Response/Unsure	3	7	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	9	Not Important	1	2	5
Somewhat Disagree	2	5	16	Somewhat Important	5	11	14
Neither Agree or Disagree	4	9	9	Important	16	36	28
Somewhat Agree	14	32	33	Very Important	16	36	38
Strongly Agree	19	43	30	Critical	6	14	13
Non-Response/Unsure	0	0	3	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	12	Not Important	1	2	5
Somewhat Disagree	7	16	17	Somewhat Important	4	9	13
Neither Agree or Disagree	2	5	9	Important	12	27	28
Somewhat Agree	14	32	29	Very Important	18	41	38
Strongly Agree	17	39	30	Critical	9	21	14
Non-Response/Unsure	0	0	3	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	18	18	Not Important	0	0	6
Somewhat Disagree	5	11	17	Somewhat Important	4	9	12
Neither Agree or Disagree	10	23	13	Important	10	23	22
Somewhat Agree	7	16	21	Very Important	19	43	38
Strongly Agree	11	25	25	Critical	10	23	20
Non-Response/Unsure	3	7	6	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	23	15	Not Important	1	2	7
Somewhat Disagree	5	11	16	Somewhat Important	4	9	12
Neither Agree or Disagree	7	16	14	Important	10	23	18
Somewhat Agree	11	25	25	Very Important	17	39	41
Strongly Agree	11	25	28	Critical	11	25	20
Non-Response/Unsure	0	0	2	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	11	Not Important	0	0	8
Somewhat Disagree	4	9	20	Somewhat Important	2	5	10
Neither Agree or Disagree	0	0	6	Important	6	14	14
Somewhat Agree	22	50	33	Very Important	23	52	44
Strongly Agree	15	34	30	Critical	13	30	24
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	11	Not Important	0	0	8
Somewhat Disagree	4	9	14	Somewhat Important	2	5	10
Neither Agree or Disagree	1	2	6	Important	6	14	14
Somewhat Agree	13	30	27	Very Important	20	46	43
Strongly Agree	22	50	41	Critical	16	36	24
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	32	21	Not Important	1	2	6
Somewhat Disagree	10	23	25	Somewhat Important	2	5	11
Neither Agree or Disagree	4	9	5	Important	3	7	14
Somewhat Agree	11	25	31	Very Important	20	46	47
Strongly Agree	4	9	17	Critical	17	39	21
Non-Response/Unsure	1	2	1	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	27	15	Not Important	1	2	6
Somewhat Disagree	8	18	21	Somewhat Important	1	2	12
Neither Agree or Disagree	3	7	9	Important	6	14	18
Somewhat Agree	15	34	31	Very Important	27	61	47
Strongly Agree	6	14	22	Critical	9	21	16
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	21	15	Not Important	0	0	4
Somewhat Disagree	8	18	16	Somewhat Important	1	2	13
Neither Agree or Disagree	3	7	10	Important	12	27	22
Somewhat Agree	12	27	28	Very Important	23	52	44
Strongly Agree	11	25	29	Critical	7	16	13
Non-Response/Unsure	1	2	2	Non-Response/Unsure	1	2	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	9	Not Important	2	5	8
Somewhat Disagree	5	11	16	Somewhat Important	6	14	13
Neither Agree or Disagree	19	43	9	Important	18	41	29
Somewhat Agree	14	32	32	Very Important	12	27	39
Strongly Agree	2	5	30	Critical	5	11	8
Non-Response/Unsure	0	0	4	Non-Response/Unsure	1	2	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	10	Not Important	2	5	5
Somewhat Disagree	5	11	13	Somewhat Important	5	11	11
Neither Agree or Disagree	1	2	7	Important	18	41	30
Somewhat Agree	18	41	29	Very Important	15	34	41
Strongly Agree	15	34	38	Critical	3	7	9
Non-Response/Unsure	1	2	4	Non-Response/Unsure	1	2	4
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	8	Not Important	2	5	3
Somewhat Disagree	4	9	12	Somewhat Important	5	11	12
Neither Agree or Disagree	1	2	7	Important	20	46	34
Somewhat Agree	15	34	27	Very Important	14	32	40
Strongly Agree	20	46	42	Critical	3	7	9
Non-Response/Unsure	1	2	4	Non-Response/Unsure	0	0	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	6	Not Important	2	5	4
Somewhat Disagree	11	25	18	Somewhat Important	5	11	14
Neither Agree or Disagree	4	9	15	Important	19	43	34
Somewhat Agree	14	32	29	Very Important	15	34	37
Strongly Agree	10	23	27	Critical	3	7	8
Non-Response/Unsure	2	5	4	Non-Response/Unsure	0	0	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	5	4	Not Important	1	2	4
Somewhat Disagree	8	18	12	Somewhat Important	6	14	12
Neither Agree or Disagree	1	2	13	Important	18	41	32
Somewhat Agree	17	39	29	Very Important	14	32	38
Strongly Agree	15	34	38	Critical	3	7	8
Non-Response/Unsure	1	2	4	Non-Response/Unsure	2	5	5
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	12	Not Important	2	5	3
Somewhat Disagree	6	14	15	Somewhat Important	3	7	12
Neither Agree or Disagree	3	7	6	Important	21	48	32
Somewhat Agree	7	16	23	Very Important	15	34	40
Strongly Agree	24	55	39	Critical	2	5	9
Non-Response/Unsure	1	2	6	Non-Response/Unsure	1	2	4
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	16	15	Not Important	1	2	6
Somewhat Disagree	3	7	12	Somewhat Important	0	0	11
Neither Agree or Disagree	1	2	4	Important	10	23	13
Somewhat Agree	12	27	23	Very Important	22	50	48
Strongly Agree	21	48	46	Critical	11	25	19
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	25	17	Not Important	1	2	6
Somewhat Disagree	5	11	18	Somewhat Important	2	5	11
Neither Agree or Disagree	7	16	15	Important	10	23	20
Somewhat Agree	13	30	24	Very Important	20	46	42
Strongly Agree	8	18	22	Critical	11	25	19
Non-Response/Unsure	0	0	3	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	25	18	Not Important	1	2	6
Somewhat Disagree	6	14	20	Somewhat Important	1	2	11
Neither Agree or Disagree	4	9	13	Important	13	30	17
Somewhat Agree	12	27	26	Very Important	17	39	42
Strongly Agree	11	25	22	Critical	12	27	22
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	25	17	Not Important	0	0	5
Somewhat Disagree	4	9	17	Somewhat Important	4	9	12
Neither Agree or Disagree	6	14	15	Important	14	32	21
Somewhat Agree	12	27	25	Very Important	15	34	43
Strongly Agree	9	21	22	Critical	10	23	17
Non-Response/Unsure	2	5	4	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	32	20	Not Important	2	5	6
Somewhat Disagree	8	18	19	Somewhat Important	3	7	11
Neither Agree or Disagree	5	11	17	Important	12	27	20
Somewhat Agree	6	14	21	Very Important	14	32	39
Strongly Agree	6	14	15	Critical	12	27	21
Non-Response/Unsure	5	11	8	Non-Response/Unsure	1	2	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	12	Not Important	0	0	5
Somewhat Disagree	4	9	16	Somewhat Important	4	9	13
Neither Agree or Disagree	1	2	5	Important	11	25	21
Somewhat Agree	12	27	31	Very Important	19	43	46
Strongly Agree	23	52	35	Critical	10	23	14
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	1
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	18	11	Not Important	1	2	3
Somewhat Disagree	1	2	16	Somewhat Important	5	11	17
Neither Agree or Disagree	8	18	16	Important	16	36	36
Somewhat Agree	12	27	29	Very Important	16	36	37
Strongly Agree	14	32	27	Critical	5	11	6
Non-Response/Unsure	1	2	2	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	10	Not Important	0	0	4
Somewhat Disagree	1	2	11	Somewhat Important	6	14	13
Neither Agree or Disagree	5	11	8	Important	13	30	28
Somewhat Agree	10	23	28	Very Important	18	41	44
Strongly Agree	25	57	41	Critical	7	16	10
Non-Response/Unsure	0	0	2	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	17	39	23	Not Important	1	2	7
Somewhat Disagree	9	21	20	Somewhat Important	3	7	14
Neither Agree or Disagree	5	11	14	Important	18	41	26
Somewhat Agree	10	23	24	Very Important	14	32	39
Strongly Agree	3	7	14	Critical	8	18	13
Non-Response/Unsure	0	0	5	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	14	11	Not Important	0	0	5
Somewhat Disagree	1	2	20	Somewhat Important	4	9	12
Neither Agree or Disagree	6	14	10	Important	7	16	22
Somewhat Agree	15	34	33	Very Important	24	55	43
Strongly Agree	16	36	25	Critical	9	21	16
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	9	Not Important	3	7	5
Somewhat Disagree	5	11	15	Somewhat Important	7	16	16
Neither Agree or Disagree	8	18	20	Important	13	30	34
Somewhat Agree	13	30	30	Very Important	14	32	34
Strongly Agree	12	27	20	Critical	4	9	10
Non-Response/Unsure	2	5	6	Non-Response/Unsure	3	7	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	9	Not Important	4	9	4
Somewhat Disagree	6	14	16	Somewhat Important	13	30	13
Neither Agree or Disagree	4	9	13	Important	20	46	29
Somewhat Agree	12	27	29	Very Important	5	11	40
Strongly Agree	17	39	30	Critical	2	5	13
Non-Response/Unsure	2	5	3	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	8	Not Important	1	2	4
Somewhat Disagree	7	16	13	Somewhat Important	8	18	14
Neither Agree or Disagree	8	18	25	Important	11	25	33
Somewhat Agree	13	30	26	Very Important	18	41	36
Strongly Agree	10	23	21	Critical	4	9	10
Non-Response/Unsure	3	7	6	Non-Response/Unsure	2	5	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	5	10	Not Important	2	5	7
Somewhat Disagree	5	11	14	Somewhat Important	3	7	9
Neither Agree or Disagree	2	5	5	Important	11	25	17
Somewhat Agree	17	39	29	Very Important	19	43	41
Strongly Agree	18	41	40	Critical	8	18	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	2	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	2	5	12	Not Important	2	5	6
Somewhat Disagree	3	7	12	Somewhat Important	2	5	9
Neither Agree or Disagree	1	2	5	Important	12	27	17
Somewhat Agree	18	41	24	Very Important	17	39	42
Strongly Agree	19	43	47	Critical	9	21	24
Non-Response/Unsure	1	2	1	Non-Response/Unsure	2	5	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	2	5	12	Not Important	2	5	7
Somewhat Disagree	2	5	11	Somewhat Important	5	11	9
Neither Agree or Disagree	2	5	10	Important	9	21	17
Somewhat Agree	12	27	19	Very Important	14	32	41
Strongly Agree	21	48	42	Critical	11	25	23
Non-Response/Unsure	5	11	6	Non-Response/Unsure	3	7	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	14	15	Not Important	4	9	4
Somewhat Disagree	2	5	7	Somewhat Important	7	16	13
Neither Agree or Disagree	4	9	3	Important	18	41	28
Somewhat Agree	10	23	14	Very Important	11	25	40
Strongly Agree	17	39	56	Critical	4	9	14
Non-Response/Unsure	5	11	5	Non-Response/Unsure	0	0	2
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	21	12	Not Important	2	5	5
Somewhat Disagree	4	9	20	Somewhat Important	4	9	16
Neither Agree or Disagree	3	7	15	Important	16	36	33
Somewhat Agree	14	32	31	Very Important	17	39	35
Strongly Agree	13	30	19	Critical	2	5	6
Non-Response/Unsure	1	2	2	Non-Response/Unsure	3	7	5
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	1	2	15	Not Important	3	7	8
Somewhat Disagree	3	7	6	Somewhat Important	4	9	12
Neither Agree or Disagree	5	11	8	Important	8	18	20
Somewhat Agree	1	2	11	Very Important	12	27	28
Strongly Agree	20	46	33	Critical	4	9	10
Non-Response/Unsure	14	32	27	Non-Response/Unsure	13	30	22
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	16	16	Not Important	4	9	10
Somewhat Disagree	1	2	6	Somewhat Important	5	11	12
Neither Agree or Disagree	8	18	9	Important	12	27	21
Somewhat Agree	4	9	11	Very Important	12	27	29
Strongly Agree	19	43	33	Critical	7	16	12
Non-Response/Unsure	5	11	26	Non-Response/Unsure	4	9	17
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	14	15	Not Important	4	9	9
Somewhat Disagree	4	9	14	Somewhat Important	5	11	13
Neither Agree or Disagree	6	14	16	Important	8	18	23
Somewhat Agree	12	27	22	Very Important	18	41	39
Strongly Agree	13	30	27	Critical	7	16	12
Non-Response/Unsure	3	7	7	Non-Response/Unsure	2	5	4
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Responses	(%)	(%)		Responses	(%)	(%)
Strongly Disagree	11	25	18	Not Important	2	5	6
Somewhat Disagree	6	14	14	Somewhat Important	5	11	15
Neither Agree or Disagree	6	14	13	Important	16	36	29
Somewhat Agree	5	11	17	Very Important	14	32	37
Strongly Agree	10	23	29	Critical	5	11	9
Non-Response/Unsure	6	14	10	Non-Response/Unsure	2	5	4
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	27	19	Not Important	1	2	7
Somewhat Disagree	3	7	21	Somewhat Important	4	9	12
Neither Agree or Disagree	10	23	15	Important	8	18	19
Somewhat Agree	9	21	25	Very Important	15	34	41
Strongly Agree	5	11	14	Critical	12	27	19
Non-Response/Unsure	5	11	7	Non-Response/Unsure	4	9	4
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	9	14	Not Important	2	5	4
Somewhat Disagree	2	5	9	Somewhat Important	2	5	12
Neither Agree or Disagree	2	5	4	Important	7	16	22
Somewhat Agree	12	27	19	Very Important	25	57	47
Strongly Agree	23	52	53	Critical	6	14	13
Non-Response/Unsure	1	2	2	Non-Response/Unsure	2	5	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	7	15	Not Important	1	2	7
Somewhat Disagree	0	0	4	Somewhat Important	3	7	10
Neither Agree or Disagree	0	0	2	Important	6	14	13
Somewhat Agree	1	2	9	Very Important	22	50	48
Strongly Agree	40	91	69	Critical	11	25	20
Non-Response/Unsure	0	0	1	Non-Response/Unsure	1	2	3
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	11	12	Not Important	1	2	5
Somewhat Disagree	1	2	15	Somewhat Important	2	5	13
Neither Agree or Disagree	8	18	16	Important	11	25	25
Somewhat Agree	12	27	25	Very Important	22	50	42
Strongly Agree	15	34	21	Critical	6	14	12
Non-Response/Unsure	3	7	11	Non-Response/Unsure	2	5	4
TOTAL	**44**	**100**	**100**	**TOTAL**	**44**	**100**	**100**

Service Nova Scotia and Muncipal Relations

Results for Service Nova Scotia and Municipal Relations are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, retention, merit, opportunities for career advancement, diversity, workplace ethics, compensation and recognition, and department leadership.

Further details regarding overall results for the Service Nova Scotia and Municipal Relations are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 72% of employees feel that coworkers make an effort to help each other ☐ 67% of employees feel that they work as part of a team
Employee Involvement	☐ 62% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 62% of employees know how their work contributes to the department's priorities/purpose ☐ 62% of employees receive the communications they need to do their job well ☐ 66% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Quality of Work Life	☐ 64% of employees feel that they have the resources they need to do their job well ☐ 68%of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 63% of employees feel that they can apply what they've learned in training to their jobs
Leadership	☐ 66% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 70% of employees feel that their department creates a safe work environment ☐ 70% of employees feel safe working in their jobs ☐ 60% of employees feel that harassment is not tolerated in their workplace ☐ 73% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 64% of employees feel that they have a good understanding of their benefits coverage ☐ 61% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 73% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 76% of employees feel that they have the required qualifications to meet the needs of their job
Diversity	☐ 60% of employees feel that employees in their department are respectful of employee differences

Opportunities for Improvement

Communications	☐ 41% of employees participated in an annual performance appraisal/review with their supervisor
Ethics	☐ 48% of employees feel that they can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal
Leadership	☐ 46% of employees feel that their department leaders set a good example for employees ☐ 46% of employees have confidence in the leadership in their department ☐ 45% of employees feel that their supervisor manages conflict in their workgroup ☐ 35% of employees feel that senior management will try to resolve issues raised by employees in this survey
Retention	☐ 46% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ 48% of employees see a future for their career, working for the Government of Nova Scotia
Compensation/Recognition	☐ 47% of employees feel that they are compensated (salary and benefits) fairly for their job
Employee Involvement	☐ 45% of employees feel that they can provide input into decisions that are made in their department
Diversity	☐ 47% of employees feel that their department values diversity
Other	☐ 38% of employees feel that hiring in the Government of Nova Scotia is based on merit
Personal Growth	☐ 39% of employees feel that they have opportunities for career advancement within the government of Nova Scotia

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	73.7	24.1	71.5	23.4	59.8	28.8
Female	71.5	26.4	65.4	30.4	59.4	29.5

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	72.4	25.0	67.5	27.6	58.6	29.9
Supervisory	70.5	29.5	68.3	28.3	60.3	27.6
Management	76.1	21.7	64.4	31.1	65.2	28.3

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	33.3	46.7	46.7	40.0	33.3
30 - 39	46.6	51.5	42.7	53.4	47.0	46.0
40 - 49	87.3	10.6	79.6	14.8	73.1	17.2
50 - 54	78.3	19.3	76.8	20.7	55.1	29.5
55 and over	79.4	20.6	75.8	18.2	66.7	20.0

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	33.3	53.3	40.0	51.9	44.4
2 - 5 years	77.3	22.7	70.5	27.3	51.2	29.3
6 - 10 years	80.8	19.2	71.7	24.5	54.0	32.0
11 - 20 years	66.4	31.9	65.2	33.0	62.4	30.3
> 20 years	75.7	21.4	69.6	23.2	64.4	23.5

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.9	39.0	54.2	39.0	48.3	41.4
TE - Technical	74.3	24.8	69.5	24.8	60.0	28.0
CR - Clerical	74.8	22.6	70.3	26.6	61.6	25.3
AS - Administrative Support	75.0	25.0	75.0	25.0	71.4	28.6
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	80.9	19.1	67.4	28.3	68.1	27.7

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	59.1	32.1	66.4	24.6	51.5	30.6
Female	57.1	35.7	63.4	31.0	43.2	41.9

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.2	35.8	62.8	28.0	41.9	39.6
Supervisory	63.3	30.0	65.5	34.5	51.7	37.9
Management	63.0	34.8	69.6	28.3	60.9	30.4

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	33.3	60.0	33.3	53.3	33.3
30 - 39	39.8	51.5	45.1	52.9	35.3	48.0
40 - 49	71.8	25.4	78.7	13.2	57.2	32.6
50 - 54	61.0	28.0	69.1	23.5	42.7	35.4
55 and over	47.1	35.3	57.6	27.3	44.1	35.3

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	44.8	51.7	50.0	42.9	50.0	43.3
2 - 5 years	59.1	25.0	62.8	23.3	39.5	32.6
6 - 10 years	56.6	35.8	67.3	28.8	41.5	43.4
11 - 20 years	56.6	36.3	62.5	32.1	42.0	46.4
> 20 years	61.9	31.7	68.7	24.6	53.3	28.9

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.8	42.4	49.1	47.4	53.4	27.6
TE - Technical	60.0	30.5	71.2	21.2	41.7	36.9
CR - Clerical	57.6	33.5	63.4	28.1	43.9	42.0
AS - Administrative Support	62.5	37.5	75.0	25.0	25.0	62.5
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	63.8	34.0	71.7	26.1	60.9	32.6

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	57.7	27.7	64.0	27.2	62.5	28.7	58.1	30.9	43.5	45.8	52.6	36.3	64.4	28.1
Female	60.2	33.2	64.1	25.5	62.9	29.5	56.5	35.9	44.5	47.1	62.1	30.2	69.7	24.4

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	56.2	32.7	63.9	25.5	60.7	30.7	53.0	37.2	36.8	52.2	56.8	32.6	65.7	28.1
Supervisory	61.0	28.8	58.6	29.3	71.2	22.0	66.7	28.3	51.7	43.1	56.7	38.3	78.0	20.3
Management	75.6	24.4	71.1	26.7	65.2	30.4	63.0	30.4	71.7	23.9	68.9	26.7	64.4	35.6

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	41.7	42.9	50.0	53.3	33.3	53.3	40.0	25.0	75.0	35.7	42.9	53.3	33.3
30 - 39	41.6	46.5	40.0	51.0	45.6	44.7	44.5	44.7	42.4	47.5	50.0	44.1	45.6	47.6
40 - 49	71.4	21.1	83.5	9.4	75.5	18.7	68.3	27.3	50.7	41.0	73.4	18.7	85.6	10.1
50 - 54	65.8	22.8	67.1	19.5	66.3	24.1	57.1	34.5	40.0	51.3	51.8	37.3	69.9	22.9
55 and over	54.5	39.4	60.6	24.2	58.8	35.3	45.5	30.3	38.2	47.1	51.5	36.4	64.7	26.5

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	59.3	33.3	55.2	34.5	63.3	26.7	50.0	40.0	40.9	50.0	62.1	31.0	53.3	36.7
2 - 5 years	48.8	37.2	62.8	34.9	61.4	25.0	59.1	29.5	46.5	46.5	53.5	23.3	68.2	27.3
6 - 10 years	61.7	29.8	69.8	22.6	64.2	26.4	60.4	28.3	50.0	38.0	69.2	28.8	73.6	18.9
11 - 20 years	60.4	30.2	59.6	29.4	62.5	33.9	56.6	37.2	40.9	53.6	55.9	33.3	64.9	28.8
> 20 years	61.0	30.1	68.4	19.9	62.8	28.5	55.9	35.3	44.1	44.1	57.2	36.2	70.3	23.9

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	56.1	35.1	46.6	44.8	55.9	33.9	54.2	40.7	46.6	46.6	49.2	42.4	55.9	32.2
TE - Technical	52.0	26.5	64.4	22.8	63.1	29.1	58.7	26.0	39.8	49.0	46.1	42.2	63.5	29.8
CR - Clerical	61.5	33.8	67.7	21.9	62.7	27.8	54.1	38.9	35.6	54.4	66.9	24.2	73.4	20.3
AS - Administrative Support	62.5	37.5	62.5	37.5	75.0	25.0	62.5	25.0	62.5	25.0	62.5	25.0	75.0	25.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	72.3	25.5	74.5	21.3	68.1	29.8	63.8	31.9	74.5	21.3	69.6	26.1	71.7	28.3

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	56.5	29.0	50.0	29.2
Female	60.1	30.0	50.7	36.0

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.2	31.4	47.1	36.9
Supervisory	68.4	22.8	57.4	22.2
Management	66.7	31.1	60.0	31.1

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	14.3	50.0	35.7
30 - 39	40.8	49.0	41.2	45.4
40 - 49	73.4	21.6	55.2	31.3
50 - 54	60.0	23.8	56.4	24.4
55 and over	52.9	26.5	45.5	30.3

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	53.6	35.7	36.0	48.0
2 - 5 years	56.1	24.4	41.0	30.8
6 - 10 years	61.5	28.8	53.8	30.8
11 - 20 years	54.5	35.5	49.5	38.3
> 20 years	62.5	26.5	54.8	29.6

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	43.9	38.6	47.2	30.2
TE - Technical	54.9	27.5	48.0	30.0
CR - Clerical	61.0	29.9	48.0	40.0
AS - Administrative Support	75.0	25.0	62.5	25.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	75.6	24.4	65.2	26.1

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.4	31.1	58.5	32.6	63.7	26.7
Female	54.3	31.6	67.1	25.8	72.0	23.8

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.6	32.7	64.6	28.0	71.9	22.8
Supervisory	62.7	23.7	65.0	25.0	60.0	30.0
Management	50.0	37.0	60.9	32.6	60.9	32.6

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	46.2	38.5	53.3	20.0	60.0	33.3
30 - 39	42.7	46.6	45.6	48.5	49.0	50.0
40 - 49	61.6	21.7	76.6	18.4	82.3	10.6
50 - 54	53.0	26.5	69.9	20.5	73.5	19.3
55 and over	51.5	30.3	61.8	26.5	67.6	20.6

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	48.1	33.3	53.3	36.7	53.3	43.3
2 - 5 years	52.3	34.1	63.6	25.0	68.2	27.3
6 - 10 years	52.8	28.3	62.3	30.2	79.2	18.9
11 - 20 years	52.7	34.8	66.4	29.2	68.8	25.0
> 20 years	53.7	28.7	65.9	25.4	68.8	22.5

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	40.7	33.9	45.8	44.1	50.0	41.4
TE - Technical	53.4	34.0	62.1	30.1	69.2	24.0
CR - Clerical	55.8	27.3	71.9	20.6	76.7	18.2
AS - Administrative Support	75.0	25.0	75.0	25.0	75.0	25.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	53.2	38.3	63.8	29.8	66.0	27.7

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	40.9	52.6	52.6	39.4	56.2	29.9
Female	50.6	46.1	54.8	34.7	58.6	33.5

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	45.2	49.6	52.6	38.8	55.6	32.8
Supervisory	57.4	37.7	59.0	27.9	60.7	32.8
Management	47.8	52.2	54.3	37.0	63.0	32.6

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	47.1	47.1	47.1	52.9	52.9	35.3
30 - 39	63.1	35.9	48.5	42.7	46.1	44.1
40 - 49	42.0	53.1	60.0	30.7	69.7	23.9
50 - 54	41.7	52.4	51.8	36.1	54.9	34.1
55 and over	35.3	55.9	52.9	38.2	50.0	26.5

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	67.7	32.3	53.3	43.3	53.3	36.7
2 - 5 years	57.8	33.3	62.2	28.9	64.4	26.7
6 - 10 years	58.2	38.2	49.1	34.5	61.1	24.1
11 - 20 years	39.3	56.3	55.4	36.6	55.9	40.5
> 20 years	41.4	54.3	51.8	38.7	56.1	30.2

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	49.2	45.8	55.9	42.4	49.2	37.3
TE - Technical	47.6	44.8	55.8	31.7	66.3	19.2
CR - Clerical	45.1	51.2	49.7	39.0	52.8	39.0
AS - Administrative Support	55.6	44.4	66.7	33.3	77.8	22.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	51.1	48.9	57.4	34.0	61.7	34.0

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	61.0	30.1	64.0	30.1	66.2	29.4	51.8	33.6	67.2	20.9	57.1	34.6
Female	63.7	28.2	69.6	23.5	73.4	18.5	60.5	26.6	71.9	18.2	69.5	25.7

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	60.5	28.9	65.8	25.4	69.2	22.4	55.9	30.0	67.8	19.4	64.2	28.4
Supervisory	68.3	28.3	72.9	25.4	74.6	22.0	63.3	26.7	73.8	18.0	67.2	31.0
Management	67.4	30.4	67.4	30.4	71.7	23.9	54.3	26.1	75.6	20.0	65.9	27.3

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	52.9	41.2	64.7	17.6	58.8	29.4	41.2	41.2	47.1	35.3	68.8	25.0
30 - 39	38.0	49.0	42.4	50.5	49.5	43.4	36.6	40.6	50.0	32.0	43.0	47.0
40 - 49	75.7	17.6	81.0	13.9	85.6	8.6	68.8	19.6	83.1	10.3	82.4	12.5
50 - 54	70.2	23.8	72.0	20.7	72.0	20.7	67.9	24.7	77.2	15.2	62.0	34.2
55 and over	70.6	20.6	75.8	18.2	75.8	15.2	52.9	35.3	73.5	14.7	66.7	30.0

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	33.3	50.0	33.3	50.0	40.0	45.2	38.7	40.0	40.0	60.0	33.3
2 - 5 years	52.3	29.5	62.8	23.3	70.5	18.2	45.5	27.3	65.1	16.3	54.8	28.6
6 - 10 years	55.8	28.8	70.6	23.5	73.1	17.3	59.6	23.1	75.0	11.5	67.9	26.4
11 - 20 years	60.9	32.7	64.8	30.6	69.7	24.8	55.0	33.0	73.4	18.3	63.8	29.5
> 20 years	70.8	24.1	73.7	21.9	75.2	19.7	64.2	26.3	73.9	18.7	68.9	28.0

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	46.6	37.9	52.6	38.6	54.4	35.1	49.2	39.0	63.8	25.9	43.1	50.0
TE - Technical	59.0	29.5	66.0	29.1	68.0	27.2	51.5	34.0	66.0	21.4	61.2	30.6
CR - Clerical	65.4	27.5	70.4	19.7	75.5	15.5	61.7	26.0	72.2	16.6	72.0	22.0
AS - Administrative Support	77.8	22.2	77.8	22.2	77.8	22.2	77.8	11.1	77.8	11.1	66.7	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	78.7	21.3	76.6	23.4	78.7	19.1	59.6	19.1	78.3	15.2	76.1	19.6

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	65.7	28.5	45.2	35.6	45.3	45.3	48.5	31.6	35.8	41.8
Female	67.1	29.6	49.4	37.7	47.5	38.7	45.7	40.9	39.7	42.5

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.4	29.4	44.7	39.3	45.1	42.5	46.2	37.0	36.2	45.3
Supervisory	63.9	32.8	53.4	25.9	49.2	36.1	49.2	41.0	42.6	35.2
Management	71.7	28.3	57.8	42.2	51.1	42.2	47.7	38.6	43.2	34.1

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	52.9	35.3	50.0	35.7	43.8	31.3	52.9	41.2	40.0	33.3
30 - 39	43.7	52.4	44.4	46.5	42.7	45.6	39.2	48.0	39.2	40.2
40 - 49	79.7	16.8	54.0	30.9	52.5	39.0	53.2	30.2	41.7	39.4
50 - 54	75.0	20.2	41.5	32.9	44.0	40.5	43.0	36.7	32.9	46.8
55 and over	64.7	32.4	45.5	45.5	42.4	42.4	46.9	37.5	32.2	54.8

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	54.8	38.7	46.7	46.7	41.9	48.4	53.6	42.9	50.0	38.5
2 - 5 years	64.4	28.9	50.0	33.3	52.3	38.6	55.6	35.6	39.0	39.0
6 - 10 years	70.9	27.3	50.0	28.8	50.9	38.2	40.7	38.9	28.3	43.4
11 - 20 years	61.6	33.0	45.9	41.3	47.7	38.7	45.0	40.4	39.3	48.6
> 20 years	71.4	25.7	47.8	36.0	43.1	43.8	45.9	34.8	38.8	38.8

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.5	35.6	44.6	35.7	40.7	42.4	43.1	34.5	35.7	32.1
TE - Technical	71.4	23.8	43.0	39.0	45.6	39.8	49.5	32.0	34.3	46.5
CR - Clerical	66.0	31.5	48.4	35.0	45.9	42.1	44.8	41.6	39.5	46.3
AS - Administrative Support	77.8	22.2	55.6	44.4	66.7	33.3	55.6	33.3	44.4	44.4
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	70.2	29.8	56.5	41.3	55.3	40.4	50.0	41.3	45.5	34.1

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	57.7	36.5	53.3	31.1	61.9	25.4	36.3	45.2	45.3	38.7
Female	59.2	33.6	57.5	27.5	66.7	21.4	41.9	45.3	57.4	32.2

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	58.1	35.2	56.5	27.3	64.5	22.5	38.3	45.8	53.5	33.9
Supervisory	54.1	36.1	55.7	36.1	64.4	23.7	45.9	45.9	49.2	42.6
Management	65.2	30.4	52.2	30.4	65.2	23.9	40.0	44.4	56.5	28.3

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	47.1	47.1	46.7	33.3	53.3	13.3	56.3	37.5	41.2	41.2
30 - 30	41.7	49.5	41.2	45.1	43.1	49.0	43.6	47.5	46.6	45.6
40 - 49	68.1	25.4	70.1	16.8	82.8	5.2	39.1	42.8	62.0	26.8
50 - 54	65.5	29.8	52.4	31.0	67.9	22.6	38.1	47.6	52.4	32.1
55 and over	64.7	29.4	58.1	19.4	61.8	17.6	30.3	48.5	50.0	32.4

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	55.2	34.5	50.0	35.7	53.6	28.6	35.7	57.1	45.2	35.5
2 - 5 years	61.4	31.8	51.2	34.1	60.5	27.9	48.8	32.6	57.8	31.1
6 - 10 years	54.5	38.3	50.0	25.9	67.3	18.2	41.8	40.0	50.9	36.4
11 - 20 years	55.4	37.5	60.7	28.6	66.1	22.9	44.6	47.3	52.7	39.3
> 20 years	63.0	31.2	56.6	27.2	66.9	21.3	33.1	47.8	55.4	30.2

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.5	40.7	49.2	40.7	48.3	37.9	39.7	46.6	42.4	42.4
TE - Technical	59.0	34.3	54.4	29.1	68.0	21.4	38.5	44.2	47.6	39.0
CR - Clerical	57.3	33.8	57.9	25.0	68.0	17.6	40.4	44.9	59.0	29.8
AS - Administrative Support	66.7	33.3	66.7	22.2	66.7	22.2	33.3	55.6	66.7	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	68.1	29.8	57.4	27.7	70.2	21.3	43.5	45.7	59.6	27.7

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	49.6	28.2	62.1	21.2	46.8	19.8
Female	59.1	20.9	61.8	25.6	54.1	21.1

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	57.9	22.4	63.3	23.9	52.0	19.3
Supervisory	44.6	23.2	53.3	25.0	44.4	22.2
Management	51.1	33.3	64.4	24.4	53.3	24.4

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	35.7	28.6	52.9	29.4	30.8	15.4
30 - 39	39.6	40.6	44.7	46.6	36.8	35.8
40 - 49	65.7	14.2	73.2	10.9	61.5	13.1
50 - 54	63.0	19.8	68.8	18.8	59.7	11.7
55 and over	53.1	18.8	57.6	21.2	41.9	29.0

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	39.3	63.3	33.3	42.9	32.1
2 - 5 years	52.5	22.5	57.8	22.2	52.8	19.4
6 - 10 years	62.7	23.5	64.2	24.5	49.1	20.8
11 - 20 years	53.8	21.7	62.7	27.3	54.0	20.0
> 20 years	56.0	22.4	61.5	20.0	51.5	18.5

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	40.7	37.0	50.0	37.9	34.6	28.8
TE - Technical	53.5	25.7	31.2	20.4	46.4	20.6
CR - Clerical	61.5	16.2	64.7	21.8	57.0	17.6
AS - Administrative Support	55.6	22.2	66.7	22.2	77.8	22.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	58.7	26.1	69.6	21.7	58.7	17.4

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	71.0	21.7	70.1	21.9	63.2	24.8	67.2	26.9
Female	68.3	26.3	70.4	24.7	63.8	26.7	77.3	20.6

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	69.6	23.1	70.2	23.2	62.5	25.7	75.0	21.2
Supervisory	65.6	31.1	70.5	24.6	63.8	27.6	70.5	27.9
Management	73.9	23.9	71.7	26.1	66.7	31.1	69.6	26.1

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	52.9	29.4	64.7	29.4	40.0	26.7	75.0	25.0
30 - 39	46.6	49.5	45.6	51.5	51.5	44.6	50.5	46.5
40 - 49	82.6	9.0	86.7	7.0	71.0	17.4	87.3	7.0
50 - 54	77.4	19.0	76.2	15.5	73.8	17.5	78.0	20.7
55 and over	73.5	23.5	67.6	23.5	56.3	28.1	71.9	21.9

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	58.1	38.7	64.5	35.5	48.3	37.9	67.9	32.1
2 - 5 years	73.3	22.2	75.6	22.2	69.2	23.1	73.8	19.0
6 - 10 years	80.0	14.5	76.4	18.2	72.2	16.7	78.2	20.0
11 - 20 years	63.7	30.1	69.9	25.7	58.6	29.7	69.6	26.8
> 20 years	71.4	21.4	68.3	21.6	65.2	25.9	76.1	19.6

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.6	37.3	59.3	35.6	51.7	36.2	57.9	36.8
TE - Technical	70.8	22.6	68.9	22.6	64.0	23.0	72.1	23.1
CR - Clerical	71.0	21.6	73.9	19.9	64.7	24.2	80.3	16.6
AS - Administrative Support	66.7	33.3	77.8	22.2	77.8	22.2	66.7	33.3
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	76.6	21.3	76.6	23.4	70.2	27.7	74.5	23.4

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.2	27.9	53.8	31.1	55.2	28.6	45.1	35.3	50.0	32.8
Female	59.0	26.4	69.3	23.5	70.9	18.4	54.0	30.5	55.8	33.6

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.9	28.1	65.6	24.2	70.1	18.7	50.4	31.4	54.9	31.1
Supervisory	62.3	19.7	55.1	30.6	58.3	29.1	49.1	33.3	51.7	39.7
Management	51.2	30.2	61.1	33.3	45.2	35.5	53.5	39.5	50.0	38.1

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	43.8	25.0	68.8	18.8	81.3	12.5	66.7	13.3	56.3	37.5
30 - 39	49.5	36.6	40.7	46.5	52.2	32.2	40.2	45.4	44.6	46.7
40 - 49	60.8	23.1	84.9	7.0	78.0	11.0	61.9	25.9	59.8	24.2
50 - 54	63.9	25.3	70.5	21.3	62.5	25.0	50.0	29.5	57.0	29.1
55 and over	48.4	21.2	50.0	41.7	46.2	46.2	29.0	38.7	44.4	40.7

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	56.7	30.0	54.5	40.9	73.0	19.2	61.5	30.8	37.0	48.1
2 - 5 years	59.1	22.7	53.3	23.3	71.1	15.8	61.4	25.0	47.6	35.7
6 - 10 years	61.8	23.6	60.5	21.1	65.3	17.3	57.7	26.9	50.0	38.5
11 - 20 years	56.3	27.7	66.7	24.7	68.4	18.9	52.3	34.6	60.2	30.1
> 20 years	54.0	28.5	67.0	27.2	46.0	33.3	41.4	35.3	55.6	29.8

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	43.1	37.9	44.9	42.9	51.0	34.0	36.4	49.1	36.5	46.2
TE - Technical	60.0	21.9	61.0	28.6	65.3	23.1	48.5	30.1	55.4	35.6
CR - Clerical	58.8	26.9	74.1	15.7	74.6	13.9	55.0	27.2	59.7	25.0
AS - Administrative Support	66.7	33.3	66.7	33.3	75.0	25.0	75.0	25.0	42.9	57.1
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	55.6	24.4	62.2	29.7	48.4	32.3	56.8	36.4	51.2	37.2

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	37.8	39.3	70.8	23.4	75.9	24.1	54.8	28.6
Female	40.8	44.3	75.0	21.7	76.9	21.1	50.2	21.8

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	35.8	44.6	74.9	20.3	78.3	20.2	56.5	24.5
Supervisory	40.4	42.1	68.3	26.7	73.8	24.6	56.9	23.5
Management	55.6	33.3	73.3	26.7	69.6	30.4	61.4	27.3

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	35.3	47.1	68.8	31.3	70.6	23.5	30.8	30.8
30 - 39	42.9	43.9	44.7	50.5	46.6	52.4	41.6	43.8
40 - 49	38.8	38.8	91.6	4.2	93.7	5.6	68.5	11.0
50 - 54	43.0	43.0	80.7	16.9	81.9	16.9	64.0	24.0
55 and over	25.8	48.4	69.7	21.2	85.3	11.8	51.7	24.1

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	30.0	Fav. %	Unfav. %
< 2 years	46.7	36.7	54.8	45.2	64.5	35.5	48.1	37.0
2 - 5 years	39.5	39.5	77.3	22.7	77.8	22.2	54.3	20.0
6 - 10 years	49.1	35.8	73.6	22.6	75.9	20.4	66.7	18.8
11 - 20 years	40.7	47.2	72.6	22.1	75.2	23.9	56.4	26.7
> 20 years	32.6	43.2	77.7	16.5	80.6	18.0	57.3	23.4

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	42.9	48.2	58.6	37.9	59.3	40.7	38.6	38.6
TE - Technical	35.0	37.0	70.5	23.8	75.2	23.8	58.2	25.5
CR - Clerical	35.9	46.4	81.9	14.4	84.5	13.0	59.4	19.6
AS - Administrative Support	33.3	55.6	66.7	22.2	77.8	22.2	75.0	25.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	57.4	31.9	74.5	23.4	74.5	25.5	65.2	23.9

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	50	13	12	Not Important	27	7	6
Somewhat Disagree	46	12	13	Somewhat Important	50	13	12
Neither Agree or Disagree	8	2	2	Important	56	15	14
Somewhat Agree	92	24	25	Very Important	154	40	45
Strongly Agree	186	48	47	Critical	93	24	21
Non-Response/Unsure	5	1	1	Non-Response/Unsure	7	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	12	11	Not Important	32	8	7
Somewhat Disagree	60	16	16	Somewhat Important	45	12	12
Neither Agree or Disagree	17	4	4	Important	54	14	15
Somewhat Agree	107	28	30	Very Important	148	38	41
Strongly Agree	150	39	37	Critical	97	25	22
Non-Response/Unsure	7	2	2	Non-Response/Unsure	11	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	9	12	Not Important	16	4	5
Somewhat Disagree	69	18	17	Somewhat Important	81	21	17
Neither Agree or Disagree	40	10	13	Important	89	23	27
Somewhat Agree	113	29	32	Very Important	131	34	34
Strongly Agree	105	27	23	Critical	52	13	12
Non-Response/Unsure	25	7	5	Non-Response/Unsure	18	5	5
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	60	16	14	Not Important	12	3	5
Somewhat Disagree	72	19	17	Somewhat Important	61	16	13
Neither Agree or Disagree	29	8	6	Important	104	27	21
Somewhat Agree	114	30	34	Very Important	152	39	44
Strongly Agree	106	27	28	Critical	49	13	14
Non-Response/Unsure	6	2	1	Non-Response/Unsure	9	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	55	14	14	Not Important	10	3	4
Somewhat Disagree	52	13	13	Somewhat Important	63	16	14
Neither Agree or Disagree	25	7	6	Important	112	29	23
Somewhat Agree	117	30	29	Very Important	153	40	45
Strongly Agree	123	32	36	Critical	39	10	11
Non-Response/Unsure	15	4	2	Non-Response/Unsure	10	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	78	20	17	Not Important	12	3	4
Somewhat Disagree	65	17	19	Somewhat Important	68	18	17
Neither Agree or Disagree	59	15	11	Important	154	40	32
Somewhat Agree	115	30	30	Very Important	111	29	35
Strongly Agree	59	15	21	Critical	30	8	9
Non-Response/Unsure	11	3	2	Non-Response/Unsure	12	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	69	18	22	Not Important	24	6	6
Somewhat Disagree	45	12	13	Somewhat Important	94	24	22
Neither Agree or Disagree	34	9	10	Important	152	39	36
Somewhat Agree	95	25	21	Very Important	92	24	27
Strongly Agree	119	31	28	Critical	18	5	7
Non-Response/Unsure	25	6	7	Non-Response/Unsure	7	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	11	12	Not Important	16	4	5
Somewhat Disagree	54	14	13	Somewhat Important	56	15	16
Neither Agree or Disagree	36	9	8	Important	144	37	32
Somewhat Agree	89	23	27	Very Important	125	32	36
Strongly Agree	152	39	38	Critical	37	10	10
Non-Response/Unsure	14	4	3	Non-Response/Unsure	9	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	9	10	Not Important	24	6	7
Somewhat Disagree	77	20	21	Somewhat Important	47	12	11
Neither Agree or Disagree	30	8	8	Important	77	20	21
Somewhat Agree	148	38	36	Very Important	142	37	39
Strongly Agree	91	24	24	Critical	85	22	19
Non-Response/Unsure	8	2	2	Non-Response/Unsure	12	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	72	19	15	Not Important	18	5	6
Somewhat Disagree	59	15	17	Somewhat Important	61	16	13
Neither Agree or Disagree	33	9	8	Important	91	24	22
Somewhat Agree	98	25	27	Very Important	138	36	41
Strongly Agree	117	30	32	Critical	68	18	15
Non-Response/Unsure	8	2	2	Non-Response/Unsure	11	3	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	113	29	25	Not Important	24	6	8
Somewhat Disagree	57	15	11	Somewhat Important	76	20	16
Neither Agree or Disagree	33	9	8	Important	95	25	23
Somewhat Agree	44	11	15	Very Important	120	31	36
Strongly Agree	117	30	38	Critical	60	16	14
Non-Response/Unsure	23	6	4	Non-Response/Unsure	12	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	10	12	Not Important	13	3	5
Somewhat Disagree	84	22	20	Somewhat Important	59	15	13
Neither Agree or Disagree	34	9	9	Important	99	26	26
Somewhat Agree	141	36	33	Very Important	142	37	40
Strongly Agree	78	20	24	Critical	63	16	14
Non-Response/Unsure	11	3	3	Non-Response/Unsure	11	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	9	9	Not Important	15	4	5
Somewhat Disagree	62	16	16	Somewhat Important	51	13	14
Neither Agree or Disagree	24	6	9	Important	104	27	28
Somewhat Agree	140	36	33	Very Important	139	36	38
Strongly Agree	117	30	30	Critical	69	18	13
Non-Response/Unsure	8	2	3	Non-Response/Unsure	9	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	12	12	Not Important	15	4	5
Somewhat Disagree	64	17	17	Somewhat Important	57	15	13
Neither Agree or Disagree	43	11	9	Important	114	30	28
Somewhat Agree	115	30	29	Very Important	131	34	38
Strongly Agree	102	26	30	Critical	63	16	14
Non-Response/Unsure	17	4	3	Non-Response/Unsure	7	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	69	18	18	Not Important	26	7	6
Somewhat Disagree	52	13	17	Somewhat Important	54	14	12
Neither Agree or Disagree	57	15	13	Important	86	22	22
Somewhat Agree	80	21	21	Very Important	141	36	38
Strongly Agree	103	27	25	Critical	72	19	20
Non-Response/Unsure	26	7	6	Non-Response/Unsure	8	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	56	15	15	Not Important	25	7	7
Somewhat Disagree	62	16	16	Somewhat Important	52	13	12
Neither Agree or Disagree	59	15	14	Important	71	18	18
Somewhat Agree	90	23	25	Very Important	153	40	41
Strongly Agree	108	28	28	Critical	77	20	20
Non-Response/Unsure	12	3	2	Non-Response/Unsure	9	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	28	7	11	Not Important	32	8	8
Somewhat Disagree	79	20	20	Somewhat Important	42	11	10
Neither Agree or Disagree	29	8	6	Important	51	13	14
Somewhat Agree	134	35	33	Very Important	165	43	44
Strongly Agree	111	29	30	Critical	90	23	24
Non-Response/Unsure	6	2	1	Non Response/Unsure	7	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	11	11	Not Important	33	9	8
Somewhat Disagree	50	13	14	Somewhat Important	43	11	10
Neither Agree or Disagree	23	6	6	Important	47	12	14
Somewhat Agree	101	26	27	Very Important	155	40	43
Strongly Agree	162	42	41	Critical	103	27	24
Non-Response/Unsure	7	2	1	Non-Response/Unsure	6	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	75	19	21	Not Important	21	5	6
Somewhat Disagree	110	28	25	Somewhat Important	43	11	11
Neither Agree or Disagree	17	4	5	Important	51	13	14
Somewhat Agree	121	31	31	Very Important	174	45	47
Strongly Agree	63	16	17	Critical	94	24	21
Non-Response/Unsure	1	0	1	Non-Response/Unsure	4	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	15	15	Not Important	14	4	6
Somewhat Disagree	82	21	21	Somewhat Important	59	15	12
Neither Agree or Disagree	36	9	9	Important	67	17	18
Somewhat Agree	127	33	31	Very Important	176	46	47
Strongly Agree	79	20	22	Critical	63	16	16
Non-Response/Unsure	5	1	2	Non-Response/Unsure	8	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	68	18	15	Not Important	11	3	4
Somewhat Disagree	56	15	16	Somewhat Important	58	15	13
Neither Agree or Disagree	38	10	10	Important	85	22	22
Somewhat Agree	111	29	28	Very Important	172	44	44
Strongly Agree	108	28	29	Critical	53	14	13
Non-Response/Unsure	6	2	2	Non-Response/Unsure	8	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	33	9	9	Not Important	35	9	8
Somewhat Disagree	74	19	16	Somewhat Important	38	10	13
Neither Agree or Disagree	32	8	9	Important	111	29	29
Somewhat Agree	123	32	32	Very Important	152	39	39
Strongly Agree	114	30	30	Critical	42	11	8
Non-Response/Unsure	11	3	4	Non-Response/Unsure	9	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	9	10	Not Important	21	5	5
Somewhat Disagree	60	16	13	Somewhat Important	38	10	11
Neither Agree or Disagree	25	7	7	Important	115	30	30
Somewhat Agree	114	30	29	Very Important	155	40	41
Strongly Agree	138	36	38	Critical	44	11	9
Non-Response/Unsure	15	4	4	Non-Response/Unsure	14	4	4
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	31	8	8	Not Important	16	4	3
Somewhat Disagree	52	13	12	Somewhat Important	40	10	12
Neither Agree or Disagree	26	7	7	Important	119	31	34
Somewhat Agree	113	29	27	Very Important	158	41	40
Strongly Agree	153	40	42	Critical	45	12	9
Non-Response/Unsure	12	3	4	Non-Response/Unsure	9	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	25	7	6	Not Important	21	5	4
Somewhat Disagree	83	21	18	Somewhat Important	50	13	14
Neither Agree or Disagree	52	13	15	Important	123	32	34
Somewhat Agree	111	29	29	Very Important	141	36	37
Strongly Agree	105	27	27	Critical	41	11	8
Non-Response/Unsure	11	3	4	Non-Response/Unsure	11	3	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	3	4	Not Important	18	5	4
Somewhat Disagree	57	15	12	Somewhat Important	45	12	12
Neither Agree or Disagree	40	10	13	Important	116	30	32
Somewhat Agree	125	32	29	Very Important	145	38	38
Strongly Agree	136	35	38	Critical	44	11	8
Non-Response/Unsure	16	4	4	Non-Response/Unsure	19	5	5
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	40	10	12	Not Important	12	3	3
Somewhat Disagree	64	17	15	Somewhat Important	50	13	12
Neither Agree or Disagree	23	6	6	Important	114	30	32
Somewhat Agree	77	20	23	Very Important	161	42	40
Strongly Agree	159	41	39	Critical	38	10	9
Non-Response/Unsure	24	6	6	Non-Response/Unsure	12	3	4
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	63	16	15	Not Important	18	5	6
Somewhat Disagree	50	13	12	Somewhat Important	55	14	11
Neither Agree or Disagree	16	4	4	Important	50	13	13
Somewhat Agree	79	20	23	Very Important	165	43	48
Strongly Agree	178	46	46	Critical	94	24	19
Non-Response/Unsure	1	0	1	Non-Response/Unsure	5	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	64	17	17	Not Important	17	4	6
Somewhat Disagree	75	19	18	Somewhat Important	61	16	11
Neither Agree or Disagree	56	15	15	Important	70	18	20
Somewhat Agree	99	26	24	Very Important	150	39	42
Strongly Agree	78	20	22	Critical	82	21	19
Non-Response/Unsure	15	4	3	Non-Response/Unsure	7	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	16	18	Not Important	20	5	6
Somewhat Disagree	97	25	20	Somewhat Important	51	13	11
Neither Agree or Disagree	46	12	13	Important	67	17	17
Somewhat Agree	95	25	26	Very Important	150	39	42
Strongly Agree	82	21	22	Critical	94	24	22
Non-Response/Unsure	6	2	2	Non-Response/Unsure	5	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	63	16	17	Not Important	18	5	5
Somewhat Disagree	78	20	17	Somewhat Important	57	15	12
Neither Agree or Disagree	58	15	15	Important	73	19	21
Somewhat Agree	81	21	25	Very Important	159	41	43
Strongly Agree	94	24	22	Critical	76	20	17
Non-Response/Unsure	13	3	4	Non-Response/Unsure	4	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	81	21	20	Not Important	15	4	6
Somewhat Disagree	71	18	19	Somewhat Important	66	17	11
Neither Agree or Disagree	69	18	17	Important	66	17	20
Somewhat Agree	74	19	21	Very Important	150	39	39
Strongly Agree	63	16	15	Critical	83	21	21
Non-Response/Unsure	29	8	8	Non-Response/Unsure	7	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	58	15	12	Not Important	21	5	5
Somewhat Disagree	72	19	16	Somewhat Important	58	15	13
Neither Agree or Disagree	26	7	5	Important	84	22	21
Somewhat Agree	124	32	31	Very Important	156	40	46
Strongly Agree	101	26	35	Critical	64	17	14
Non-Response/Unsure	6	2	1	Non-Response/Unsure	4	1	1
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	11	11	Not Important	19	5	3
Somewhat Disagree	63	16	16	Somewhat Important	71	18	17
Neither Agree or Disagree	57	15	16	Important	116	30	36
Somewhat Agree	105	27	29	Very Important	136	35	37
Strongly Agree	105	27	27	Critical	38	10	6
Non-Response/Unsure	13	3	2	Non-Response/Unsure	7	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	11	10	Not Important	22	6	4
Somewhat Disagree	43	11	11	Somewhat Important	56	15	13
Neither Agree or Disagree	46	12	8	Important	100	26	28
Somewhat Agree	112	29	28	Very Important	152	39	44
Strongly Agree	132	34	41	Critical	51	13	10
Non-Response/Unsure	13	3	2	Non-Response/Unsure	6	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	76	20	23	Not Important	27	7	7
Somewhat Disagree	96	25	20	Somewhat Important	62	16	14
Neither Agree or Disagree	55	14	14	Important	97	25	26
Somewhat Agree	100	26	24	Very Important	137	35	39
Strongly Agree	50	13	14	Critical	59	15	13
Non-Response/Unsure	10	3	5	Non-Response/Unsure	5	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	11	11	Not important	22	6	5
Somewhat Disagree	87	23	20	Somewhat Important	55	14	12
Neither Agree or Disagree	48	12	10	Important	74	19	22
Somewhat Agree	121	31	33	Very Important	156	40	43
Strongly Agree	85	22	25	Critical	76	20	16
Non-Response/Unsure	2	1	1	Non-Response/Unsure	4	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	9	9	Not Important	18	5	5
Somewhat Disagree	49	13	15	Somewhat Important	59	15	16
Neither Agree or Disagree	75	19	20	Important	123	32	34
Somewhat Agree	99	26	30	Very Important	136	35	34
Strongly Agree	103	27	20	Critical	45	12	10
Non-Response/Unsure	25	7	6	Non-Response/Unsure	6	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	8	9	Not Important	16	4	4
Somewhat Disagree	58	15	16	Somewhat Important	59	15	13
Neither Agree or Disagree	52	13	13	Important	97	25	29
Somewhat Agree	102	26	29	Very Important	152	39	40
Strongly Agree	132	34	30	Critical	57	15	13
Non-Response/Unsure	11	3	3	Non-Response/Unsure	6	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	7	8	Not Important	15	4	4
Somewhat Disagree	45	12	13	Somewhat Important	64	17	14
Neither Agree or Disagree	98	25	25	Important	116	30	33
Somewhat Agree	85	22	26	Very Important	140	36	36
Strongly Agree	96	25	21	Critical	46	12	10
Non-Response/Unsure	37	10	8	Non-Response/Unsure	6	2	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	11	10	Not Important	24	6	7
Somewhat Disagree	53	14	14	Somewhat Important	40	10	9
Neither Agree or Disagree	23	6	5	Important	71	18	17
Somewhat Agree	108	28	29	Very Important	166	43	41
Strongly Agree	162	42	40	Critical	83	21	25
Non-Response/Unsure	0	0	1	Non-Response/Unsure	3	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	51	13	12	Not Important	24	6	6
Somewhat Disagree	39	10	12	Somewhat Important	39	10	9
Neither Agree or Disagree	23	6	5	Important	67	17	17
Somewhat Agree	79	20	24	Very Important	171	44	42
Strongly Agree	194	50	47	Critical	84	22	24
Non-Response/Unsure	1	0	1	Non-Response/Unsure	2	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	46	12	12	Not Important	25	7	7
Somewhat Disagree	51	13	11	Somewhat Important	39	10	9
Neither Agree or Disagree	39	10	10	Important	64	17	17
Somewhat Agree	67	17	19	Very Important	169	44	41
Strongly Agree	167	43	42	Critical	86	22	23
Non-Response/Unsure	17	4	6	Non-Response/Unsure	4	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	55	14	15	Not Important	16	4	4
Somewhat Disagree	30	8	7	Somewhat Important	48	12	13
Neither Agree or Disagree	14	4	3	Important	109	28	28
Somewhat Agree	60	16	14	Very Important	168	43	40
Strongly Agree	219	57	56	Critical	44	11	14
Non-Response/Unsure	9	2	5	Non-Response/Unsure	2	1	2
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	36	9	12	Not Important	13	3	5
Somewhat Disagree	66	17	20	Somewhat Important	69	18	16
Neither Agree or Disagree	63	16	15	Important	131	34	33
Somewhat Agree	133	34	31	Very Important	136	35	35
Strongly Agree	83	21	19	Critical	25	7	6
Non-Response/Unsure	6	2	2	Non-Response/Unsure	13	3	5
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	11	15	Not Important	32	8	8
Somewhat Disagree	28	7	6	Somewhat Important	45	12	12
Neither Agree or Disagree	28	7	8	Important	84	22	20
Somewhat Agree	42	11	11	Very Important	95	25	28
Strongly Agree	134	35	33	Critical	45	12	10
Non-Response/Unsure	111	29	27	Non-Response/Unsure	86	22	22
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	38	10	16	Not Important	34	9	10
Somewhat Disagree	25	7	6	Somewhat Important	41	11	12
Neither Agree or Disagree	36	9	9	Important	80	21	21
Somewhat Agree	37	10	11	Very Important	116	30	29
Strongly Agree	153	40	33	Critical	56	15	12
Non-Response/Unsure	98	25	26	Non-Response/Unsure	60	16	17
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	51	13	15	Not Important	28	7	9
Somewhat Disagree	67	17	14	Somewhat Important	50	13	13
Neither Agree or Disagree	61	16	16	Important	88	23	23
Somewhat Agree	73	19	22	Very Important	151	39	39
Strongly Agree	113	29	27	Critical	61	16	12
Non-Response/Unsure	22	6	7	Non-Response/Unsure	9	2	4
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	64	17	18	Not Important	22	6	6
Somewhat Disagree	52	13	14	Somewhat Important	72	19	15
Neither Agree or Disagree	45	12	13	Important	95	25	29
Somewhat Agree	64	17	17	Very Important	136	35	37
Strongly Agree	126	33	29	Critical	52	13	9
Non-Response/Unsure	36	9	10	Non-Response/Unsure	10	3	4
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	75	19	19	Not Important	31	8	7
Somewhat Disagree	81	21	21	Somewhat Important	44	11	12
Neither Agree or Disagree	67	17	15	Important	73	19	19
Somewhat Agree	96	25	25	Very Important	162	42	41
Strongly Agree	50	13	14	Critical	71	18	19
Non-Response/Unsure	18	5	7	Non-Response/Unsure	6	2	4
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	51	13	14	Not Important	13	3	4
Somewhat Disagree	33	9	9	Somewhat Important	45	12	12
Neither Agree or Disagree	16	4	4	Important	77	20	22
Somewhat Agree	75	19	19	Very Important	186	48	47
Strongly Agree	208	54	53	Critical	60	16	13
Non-Response/Unsure	4	1	2	Non-Response/Unsure	6	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	65	17	15	Not Important	31	8	7
Somewhat Disagree	19	5	4	Somewhat Important	39	10	10
Neither Agree or Disagree	5	1	2	Important	47	12	13
Somewhat Agree	36	9	9	Very Important	172	44	48
Strongly Agree	260	67	69	Critical	90	23	20
Non-Response/Unsure	2	1	1	Non-Response/Unsure	8	2	3
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	9	12	Not Important	25	7	5
Somewhat Disagree	48	12	15	Somewhat Important	49	13	13
Neither Agree or Disagree	61	16	16	Important	111	29	25
Somewhat Agree	101	26	25	Very Important	134	35	42
Strongly Agree	92	24	21	Critical	59	15	12
Non-Response/Unsure	50	13	11	Non-Response/Unsure	9	2	4
TOTAL	**387**	**100**	**100**	**TOTAL**	**387**	**100**	**100**

Tourism, Culture and Heritage

Results for the Department of Tourism, Heritage and Culture are slightly higher and more positive than overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, retention, merit, opportunities for career advancement, diversity, workplace ethics, compensation and recognition, and department leadership.

Further details regarding overall results for the Department of Tourism, Culture and Heritage are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 81% of employees feel that coworkers make an effort to help each other ☐ 75% of employees feel that they work as part of a team ☐ 73% of employees feel that shared goals are developed for their workgroup
Employee Involvement	☐ 71% of employees feel that they can provide input on decisions that affect their job ☐ 74% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 69% of employees received communications about their department's business plan in the past 12 months ☐ 74% of employees know how their work contributes to the department's priorities/purpose ☐ 66% of employees received the communications they need to do their job well ☐ 68% of employees feel that their supervisor gives them feedback about their work performance ☐ 64% of employees feel work-related information is shared within their department ☐ 71% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Quality of Work Life	☐ 67%of employees feel that they can balance the demands of their work life with the demands of their personal life
Personal Growth (Training)	☐ 69% of employees feel that they have access to training opportunities ☐ 74% of employees feel that they can apply what they've learned in training to their jobs
Leadership	☐ 78% of employees feel that they can talk openly with their supervisor about their work ☐ 66% of employees have confidence in the leadership in their department
Safety and Security	☐ 74% of employees feel that their department creates a safe work environment ☐ 79% of employees feel safe working in their jobs ☐ 69% of employees feel that harassment is not tolerated in their workplace ☐ 74% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 66% of employees feel that they have a good understanding of their benefits coverage ☐ 66% of employees know who to contact regarding questions about their benefits coverage
Others	☐ 85% of employees feel that they have the required qualifications to meet the needs of their job ☐ 61% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
Compensation/Recognition	☐ 65% of employees feel valued for their contributions at work ☐ 67% of employees receive the recognition from their supervisor for a job well done
Diversity	☐ 61% of employees feel that employees in their department are respectful of employee differences

Opportunities for Improvement

Ethics	☐ 46% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Retention	☐ On average, 43% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 44% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 48% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community
Leadership	☐ 45% of employees feel that senior management will try to resole issues raised by employees in this survey
Diversity	☐ 49% of employees feel that their department values diversity
Compensation/Recognition	☐ 43% of employees feel that they are compensated (salary and benefits) fairly for their job
Others	☐ 47% of employees feel that hiring in the government of Nova Scotia is based on merit
Personal Growth	☐ 36% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	86.1	13.9	88.9	8.3	85.7	8.6
Female	79.4	19.1	71.2	25.8	71.2	19.7

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	84.0	14.0	75.0	20.8	74.5	14.9
Supervisory	72.4	27.6	72.4	24.1	65.5	27.6
Management	87.5	12.5	87.5	12.5	91.7	4.2

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	75.0	25.0	75.0	25.0	75.0	0.0
30 - 39	67.7	29.0	71.0	29.0	63.3	23.3
40 - 49	92.1	7.9	81.1	13.5	84.2	10.5
50 - 54	88.9	11.1	88.2	5.9	76.5	17.6
55 and over	76.9	23.1	69.2	30.8	83.3	16.7

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	70.0	30.0	66.7	11.1
2 - 5 years	100.0	0.0	90.0	10.0	90.0	0.0
6 - 10 years	63.6	36.4	68.2	31.8	68.2	31.8
11 - 20 years	86.8	10.5	75.0	16.7	77.8	11.1
> 20 years	87.5	12.5	87.5	12.5	79.1	16.7

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	68.2	29.5	65.9	31.8	70.5	25.0
TE - Technical	100.0	0.0	100.0	0.0	57.1	14.3
CR - Clerical	88.0	12.0	83.3	16.7	83.3	12.5
AS - Administrative Support	80.0	20.0	60.0	20.0	40.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	94.1	5.9	93.8	6.3	93.8	0.0

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	80.6	13.9	83.3	11.1	69.4	16.7
Female	67.6	30.9	70.6	22.1	48.5	36.8

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	76.0	22.0	76.0	16.0	52.0	32.0
Supervisory	65.5	31.0	65.5	24.1	51.7	27.6
Management	75.0	20.8	87.5	12.5	70.8	25.0

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	50.0	25.0	25.0	50.0
30 - 39	74.2	22.6	67.7	29.0	67.7	16.1
40 - 49	68.4	26.3	84.2	13.2	50.0	39.5
50 - 54	77.8	22.2	77.8	5.6	50.0	33.3
55 and over	76.9	23.1	69.2	23.1	61.5	23.1

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	40.0	70.0	20.0	60.0	30.0
2 - 5 years	80.0	10.0	90.0	0.0	70.0	0.0
6 - 10 years	72.7	27.3	72.7	22.7	59.1	27.3
11 - 20 years	73.7	23.7	71.1	21.1	52.6	36.8
> 20 years	75.0	25.0	79.2	16.7	50.0	33.3

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	65.9	29.5	70.5	22.7	54.5	31.8
TE - Technical	71.4	28.6	85.7	14.3	57.1	28.6
CR - Clerical	72.0	28.0	72.0	16.0	44.0	28.0
AS - Administrative Support	60.0	40.0	40.0	40.0	40.0	60.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	88.2	11.8	88.2	11.8	70.6	29.4

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	77.1	20.0	80.6	13.9	77.1	17.1	77.1	17.1	68.6	20.0	74.3	14.3	74.3	17.1
Female	67.6	30.9	74.6	20.9	62.7	28.4	66.2	29.4	57.8	37.5	60.3	27.9	74.6	19.4

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.3	32.7	75.5	20.4	70.8	20.8	76.0	22.0	58.7	34.8	62.0	26.0	79.2	16.7
Supervisory	72.4	27.6	65.5	24.1	62.1	31.0	53.6	42.9	51.7	41.4	67.9	25.0	65.5	20.7
Management	83.3	12.5	91.7	8.3	70.8	20.8	79.2	12.5	82.6	13.0	70.8	16.7	75.0	20.8

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	75.0	25.0	75.0	0.0	100.0	0.0	75.0	25.0	75.0	25.0	75.0	25.0	75.0	25.0
30 - 39	58.1	41.9	61.3	38.7	64.5	22.6	67.7	29.0	54.8	38.7	64.5	12.9	45.2	35.5
40 - 49	78.9	18.4	89.2	8.1	71.1	23.7	73.7	18.4	62.9	25.7	63.2	26.3	94.6	5.4
50 - 54	77.8	16.7	83.3	5.6	58.8	29.4	64.7	29.4	64.7	29.4	64.7	35.3	88.2	11.8
55 and over	66.7	33.3	69.2	23.1	66.7	33.3	69.2	30.8	66.7	33.3	69.2	23.1	69.2	23.1

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	20.0	90.0	10.0	80.0	20.0	80.0	20.0	80.0	20.0	50.0	30.0	40.0	50.0
2 - 5 years	80.0	20.0	80.0	10.0	80.0	0.0	100.0	0.0	70.0	10.0	60.0	0.0	60.0	10.0
6 - 10 years	59.1	40.9	57.1	38.1	61.9	38.1	61.9	33.3	55.0	35.0	61.9	28.6	72.7	22.7
11 - 20 years	73.0	27.0	84.2	13.2	67.6	21.6	60.5	31.6	52.8	41.7	73.7	18.4	81.1	13.5
> 20 years	75.0	20.8	75.0	16.7	62.5	29.2	75.0	20.8	69.6	26.1	62.5	33.3	87.0	13.0

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	61.4	36.4	62.8	30.2	59.1	31.8	62.8	32.6	51.2	41.9	51.2	30.2	59.1	29.5
TE - Technical	85.7	14.3	71.4	28.6	71.4	28.6	71.4	28.6	57.1	42.9	85.7	14.3	85.7	0.0
CR - Clerical	72.0	24.0	88.0	8.0	66.7	20.8	72.0	24.0	66.7	20.8	68.0	28.0	87.5	8.3
AS - Administrative Support	60.0	40.0	60.0	20.0	80.0	20.0	60.0	40.0	50.0	50.0	60.0	40.0	80.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	88.2	11.8	94.1	5.9	76.5	17.6	76.5	11.8	81.3	18.8	82.4	5.9	88.2	11.8

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	71.4	17.1	67.6	14.7
Female	50.0	37.9	44.1	42.4

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	55.3	31.9	50.0	38.1
Supervisory	48.3	37.9	50.0	30.8
Management	70.8	20.8	58.3	25.0

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	25.0	50.0
30 - 39	54.8	32.3	50.0	32.1
40 - 49	58.3	27.8	55.9	29.4
50 - 54	52.9	35.3	57.1	28.6
55 and over	69.2	23.1	53.8	38.5

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	30.0	60.0	25.0	50.0
2 - 5 years	90.0	10.0	80.0	0.0
6 - 10 years	61.9	33.3	42.9	38.1
11 - 20 years	48.6	29.7	52.9	35.3
> 20 years	65.2	26.1	60.0	30.0

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	51.2	37.2	53.7	31.7
TE - Technical	42.9	28.6	20.0	60.0
CR - Clerical	58.3	29.2	47.6	33.3
AS - Administrative Support	40.0	60.0	40.0	60.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	70.6	17.6	56.3	25.0

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.8	13.9	52.8	44.4	63.9	25.0
Female	61.8	27.9	58.8	30.7	70.6	22.1

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	76.0	18.0	62.0	34.0	72.0	16.0
Supervisory	48.3	31.0	48.3	41.4	65.5	31.0
Management	33.3	25.0	58.3	33.3	66.7	25.0

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	75.0	25.0	75.0	25.0
30 - 39	48.4	35.5	51.6	35.5	51.6	38.7
40 - 49	68.4	21.1	60.5	31.6	73.7	21.1
50 - 54	55.6	5.6	50.0	44.4	66.7	11.1
55 and over	61.5	15.4	61.5	38.5	92.3	7.7

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	40.0	40.0	40.0	80.0	20.0
2 - 5 years	80.0	10.0	70.0	20.0	70.0	30.0
6 - 10 years	45.5	31.8	50.0	50.0	72.7	18.2
11 - 20 years	63.2	21.1	63.2	28.9	68.4	18.4
> 20 years	54.2	16.7	54.2	37.5	58.3	33.3

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	31.8	38.6	47.7	68.2	22.7
TE - Technical	57.1	28.6	57.1	42.9	57.1	28.6
CR - Clerical	80.0	8.0	68.0	28.0	80.0	16.0
AS - Administrative Support	80.0	20.0	60.0	40.0	40.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	35.3	29.4	70.6	23.5	52.9	35.3

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.0	44.7	71.1	15.8	71.1	10.5
Female	40.9	51.5	62.7	25.4	65.7	25.4

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	38.8	53.1	68.0	22.0	76.0	16.0
Supervisory	43.3	53.3	66.7	20.0	53.3	30.0
Management	54.2	37.5	62.5	25.0	70.8	12.5

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	50.0	50.0	25.0	75.0	0.0
30 - 39	46.7	40.0	61.3	22.6	67.7	22.6
40 - 49	40.5	54.1	64.9	21.6	67.6	18.9
50 - 54	50.0	50.0	80.0	20.0	70.0	20.0
55 and over	38.5	53.8	61.5	23.1	61.5	23.1

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	22.2	77.8	11.1	77.8	11.1
2 - 5 years	60.0	20.0	80.0	10.0	90.0	0.0
6 - 10 years	45.5	50.0	54.5	31.8	72.7	22.7
11 - 20 years	29.7	64.9	60.5	28.9	57.9	26.3
> 20 years	50.0	46.2	73.1	11.5	65.4	19.2

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	48.8	41.9	75.0	13.6	65.9	22.7
TE - Technical	28.6	71.4	42.9	42.9	28.6	28.6
CR - Clerical	36.0	60.0	56.0	32.0	72.0	20.0
AS - Administrative Support	40.0	40.0	60.0	40.0	60.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	38.9	55.6	61.1	22.2	72.2	11.1

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	70.3	16.2	73.0	10.8	77.1	8.6	55.6	22.2	75.7	8.1	65.8	28.9
Female	64.6	26.2	75.4	21.5	70.8	20.0	59.1	27.3	72.7	19.7	69.2	26.2

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.7	20.8	81.3	14.6	82.6	13.0	59.2	20.4	81.6	8.2	73.5	22.4
Supervisory	65.5	27.6	62.1	27.6	58.6	27.6	50.0	39.3	62.1	24.1	58.6	37.9
Management	70.8	16.7	79.2	8.3	75.0	8.3	66.7	16.7	75.0	16.7	66.7	25.0

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	25.0	50.0	75.0	25.0	50.0	50.0	25.0	50.0	50.0	25.0	25.0	50.0
30 - 39	55.2	24.1	62.1	34.5	60.7	32.1	50.0	26.7	63.3	30.0	60.0	33.3
40 - 49	70.3	21.6	80.6	8.3	77.8	5.6	63.9	22.2	77.8	11.1	70.3	27.0
50 - 54	78.9	21.1	85.0	5.0	89.5	5.3	60.0	30.0	90.0	0.0	73.7	21.1
55 and over	76.9	15.4	69.2	23.1	69.2	15.4	66.7	16.7	69.2	15.4	84.6	15.4

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	37.5	12.5	50.0	25.0	50.0	12.5	37.5	25.0	50.0	25.0	25.0	62.5
2 - 5 years	60.0	30.0	80.0	20.0	70.0	30.0	70.0	20.0	70.0	20.0	60.0	30.0
6 - 10 years	72.7	18.2	63.6	22.7	57.1	23.8	45.5	36.4	54.5	18.2	63.6	31.8
11 - 20 years	63.9	27.8	83.3	13.9	85.7	11.4	64.9	21.6	86.5	13.5	73.7	21.1
> 20 years	76.9	19.2	76.9	15.4	76.9	11.5	60.0	24.0	80.8	11.5	80.0	20.0

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	69.8	20.9	67.4	23.3	69.0	21.4	46.5	30.2	72.7	15.9	56.8	36.4
TE - Technical	66.7	16.7	83.3	0.0	83.3	0.0	83.3	0.0	83.3	0.0	66.7	33.3
CR - Clerical	64.0	24.0	76.0	20.0	76.0	16.0	64.0	24.0	76.0	12.0	79.2	16.7
AS - Administrative Support	60.0	40.0	80.0	20.0	80.0	20.0	80.0	20.0	80.0	20.0	80.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	61.1	22.2	83.3	5.6	72.2	5.6	55.6	27.8	66.7	22.2	72.2	22.2

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	84.2	13.2	71.1	18.4	77.8	13.9	63.9	13.9	60.0	14.3
Female	77.3	19.7	53.0	31.8	63.6	25.8	50.0	29.0	44.3	32.8

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	85.7	12.2	57.1	28.6	77.1	22.9	60.5	23.3	52.3	29.5
Supervisory	70.0	23.3	56.7	26.7	62.1	17.2	46.7	20.0	37.0	18.5
Management	79.2	20.8	70.8	25.0	62.5	25.0	54.2	29.2	62.5	29.2

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	100.0	0.0	50.0	50.0	100.0	0.0	75.0	25.0	50.0	25.0
30 - 39	61.3	32.3	45.2	41.9	54.8	29.0	55.2	27.6	39.3	39.3
40 - 49	91.7	8.3	63.9	19.4	68.6	20.0	48.6	20.0	52.9	23.5
50 - 54	90.0	5.0	75.0	10.0	90.0	10.0	70.6	11.8	61.1	11.1
55 and over	69.2	30.8	61.5	30.8	58.3	33.3	46.2	38.5	50.0	25.0

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	88.9	11.1	55.6	22.2	77.8	11.1	50.0	37.5	42.9	42.9
2 - 5 years	90.0	0.0	80.0	10.0	70.0	0.0	80.0	0.0	55.6	0.0
6 - 10 years	68.2	31.8	59.1	31.8	63.6	31.8	57.1	28.6	52.4	28.6
11 - 20 years	76.3	18.4	47.4	34.2	64.9	29.7	40.5	32.4	38.9	36.1
> 20 years	88.0	12.0	72.0	20.0	75.0	12.5	68.2	9.1	65.2	13.0

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	65.9	27.3	59.1	31.8	62.8	27.9	46.3	26.8	39.0	34.1
TE - Technical	83.3	16.7	66.7	16.7	66.7	16.7	50.0	16.7	40.0	20.0
CR - Clerical	96.0	4.0	52.0	28.0	76.0	16.0	59.1	27.3	52.2	17.4
AS - Administrative Support	80.0	20.0	60.0	20.0	80.0	20.0	80.0	0.0	60.0	20.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	83.3	16.7	61.1	27.8	66.7	22.2	55.6	27.8	64.7	29.4

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	81.1	13.5	68.4	15.8	75.7	10.8	39.5	44.7	55.3	28.9
Female	64.2	31.1	54.5	25.8	74.6	17.9	35.9	42.2	53.7	35.8

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	70.0	24.0	58.0	24.0	78.0	16.0	42.9	38.8	66.0	24.0
Supervisory	58.6	27.9	53.3	23.3	62.1	17.2	21.4	67.9	36.7	53.3
Management	83.3	12.5	69.6	17.4	87.5	12.5	45.8	25.0	54.2	29.2

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	75.0	0.0	25.0	50.0	50.0	0.0	66.7	0.0	50.0	50.0
30 - 39	67.7	20.0	56.7	30.0	54.8	35.5	43.3	43.3	61.3	29.0
40 - 49	64.9	20.7	62.2	16.2	86.5	2.7	33.3	50.0	48.6	35.1
50 - 54	78.9	15.8	60.0	20.0	89.5	5.3	30.0	55.0	55.0	30.0
55 and over	76.9	23.1	69.2	15.4	76.9	23.1	38.5	15.4	53.8	38.5

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	66.7	11.1	66.7	22.2	66.7	11.1	62.5	12.5	66.7	11.1
2 - 5 years	80.0	20.0	44.4	22.2	80.0	10.0	55.6	33.3	40.0	40.0
6 - 10 years	61.9	38.1	54.5	40.9	61.9	23.8	45.5	45.5	45.5	40.9
11 - 20 years	68.4	28.9	52.6	21.1	78.9	13.2	26.3	50.0	55.3	36.8
> 20 years	76.9	15.4	76.9	7.7	80.8	15.4	32.0	44.0	61.5	26.9

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	65.1	32.6	54.5	25.0	65.1	23.3	32.6	46.5	38.6	45.5
TE - Technical	71.4	14.3	42.9	28.6	57.1	28.6	16.7	83.3	42.9	28.6
CR - Clerical	68.0	24.0	64.0	24.0	76.0	8.0	44.0	32.0	72.0	20.0
AS - Administrative Support	60.0	40.0	60.0	20.0	80.0	20.0	60.0	20.0	61.1	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	83.3	11.1	70.6	17.6	94.4	5.6	38.9	38.9	60.0	27.8

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.0	16.7	65.8	18.4	51.4	21.6
Female	50.4	26.6	60.6	25.8	51.6	23.4

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	70.2	19.1	64.0	24.0	60.4	22.9
Supervisory	44.8	31.0	58.6	20.7	44.8	24.1
Management	43.5	21.7	66.7	25.0	43.5	21.7

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	75.0	25.0	75.0	25.0	50.0	25.0
30 - 39	51.7	27.6	46.7	40.0	50.0	23.3
40 - 49	48.6	22.9	62.2	16.2	44.1	23.5
50 - 54	78.9	15.8	85.0	10.0	38.5	15.0
55 and over	46.2	23.1	61.5	23.1	75.0	30.8

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	62.5	37.5	62.5	37.5	50.0	37.5
2 - 5 years	70.0	10.0	70.0	20.0	70.0	0.0
6 - 10 years	52.6	36.8	59.1	31.8	45.0	45.0
11 - 20 years	48.6	18.9	57.9	23.7	45.9	21.6
> 20 years	61.5	19.2	69.2	11.5	57.7	11.5

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	28.6	54.5	29.5	46.5	27.9
TE - Technical	66.7	0.0	50.0	16.7	50.0	0.0
CR - Clerical	62.5	16.7	64.0	16.0	54.2	20.8
AS - Administrative Support	60.0	40.0	60.0	40.0	60.0	40.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	41.2	29.4	72.2	22.2	47.1	17.6

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	84.2	13.2	84.2	15.8	82.4	11.8	78.9	18.4
Female	71.2	24.2	76.5	22.1	73.8	21.3	76.6	21.9

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	71.4	24.5	74.5	23.5	79.1	18.6	75.0	20.8
Supervisory	73.3	20.0	76.7	23.3	71.4	21.4	69.0	31.0
Management	87.5	12.5	91.7	8.3	78.3	13.0	91.7	8.3

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	75.0	25.0	75.0	25.0	75.0	25.0	50.0	25.0
30 - 39	51.6	45	58.1	41.9	55.6	40.7	60.0	40.0
40 - 49	89.2	5.4	92.1	7.9	82.9	8.6	86.5	10.8
50 - 54	89.5	5.3	90.0	10.0	100.0	0.0	89.5	10.5
55 and over	76.9	23.1	76.9	15.4	76.9	15.4	83.3	16.7

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	30.0	80.0	20.0	62.5	37.5	60.0	20.0
2 - 5 years	90.0	10.0	90.0	10.0	80.0	10.0	80.0	20.0
6 - 10 years	63.6	31.8	72.7	27.3	83.3	16.7	68.2	31.8
11 - 20 years	78.4	16.2	81.6	15.8	72.2	19.4	82.4	17.6
> 20 years	80.0	16.0	76.9	23.1	82.6	13.0	84.6	15.4

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	68.2	27.3	75.6	24.4	63.4	29.3	76.7	23.3
TE - Technical	71.4	28.6	71.4	28.6	100.0	0.0	71.4	28.6
CR - Clerical	75.0	20.8	76.0	20.0	85.7	14.3	66.7	25.0
AS - Administrative Support	60.0	20.0	80.0	20.0	60.0	20.0	80.0	20.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	94.4	5.6	88.9	11.1	87.5	6.3	88.2	11.8

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	54.1	37.8	47.8	39.1	50.0	39.2	55.9	32.4	54.1	35.1
Female	55.2	22.4	74.5	19.1	67.4	24.4	57.4	24.6	55.4	30.4

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	65.3	22.4	80.6	16.7	69.2	25.7	59.6	21.3	66.7	24.4
Supervisory	40.0	33.3	43.8	43.8	57.1	33.3	54.2	41.7	48.0	40.0
Management	50.0	33.3	52.9	29.4	47.0	35.3	56.5	26.1	36.4	40.9

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	25.0	100.0	0.0	100.0	0.0	100.0	0.0	33.3	0.0
30 - 39	45.2	35.5	40.7	44.4	16.7	41.6	42.9	35.7	40.7	40.7
40 - 49	56.8	27.0	90.5	0.0	55.2	13.7	69.7	15.2	68.6	28.6
50 - 54	68.4	21.1	70.0	30.0	53.3	40.0	55.0	35.0	61.1	33.3
55 and over	53.8	23.1	66.7	33.3	33.3	50.0	45.5	36.4	40.0	30.0

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	70.0	20.0	85.7	14.3	71.4	28.6	62.5	0.0	55.6	11.1
2 - 5 years	40.0	20.0	42.9	28.6	42.9	28.6	66.7	33.3	33.3	33.3
6 - 10 years	50.0	40.9	42.9	42.9	55.0	35.0	55.0	35.0	42.9	47.6
11 - 20 years	44.4	33.3	76.0	20.0	74.0	18.5	51.5	27.3	46.7	43.3
> 20 years	73.1	15.4	70.6	23.5	50.0	43.8	60.0	28.0	83.3	12.5

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.8	20.0	60.0	34.3	57.6	33.3	60.0	30.0	48.7	35.9
TE - Technical	28.6	57.1	75.0	0.0	50.0	50.0	60.0	40.0	50.0	50.0
CR - Clerical	60.0	28.0	81.3	12.5	68.5	21.0	60.9	21.7	69.6	17.4
AS - Administrative Support	60.0	20.0	66.7	33.3	75.0	25.0	50.0	25.0	66.7	33.3
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	41.2	47.1	54.5	27.3	46.2	38.5	38.9	27.8	31.3	50.0

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.0	33.3	76.3	23.7	86.8	13.2	73.5	11.8
Female	51.6	33.9	80.3	19.7	82.4	17.6	62.5	29.7

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	48.9	34.0	80.0	20.0	82.4	17.6	69.6	28.3
Supervisory	34.6	42.3	69.0	31.0	80.0	20.0	57.1	21.4
Management	70.8	25.0	87.5	12.5	91.7	8.3	59.6	17.4

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	33.3	33.3	66.7	33.3	75.0	25.0	100.0	0.0
30 - 39	50.0	33.3	54.8	45.2	61.3	38.7	54.8	35.5
40 - 49	52.9	32.4	100.0	0.0	100.0	0.0	64.7	20.0
50 - 54	47.4	42.1	80.0	20.0	90.0	10.0	83.3	5.6
55 and over	58.3	25.0	76.9	23.1	84.6	15.4	69.2	30.8

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	44.4	33.3	80.0	20.0	80.0	20.0	62.5	12.5
2 - 5 years	60.0	20.0	88.9	11.1	90.0	10.0	66.7	0.0
6 - 10 years	50.0	35.0	68.2	31.8	72.7	27.3	60.0	35.0
11 - 20 years	51.4	34.3	84.2	15.8	89.5	10.5	64.9	24.3
> 20 years	50.0	37.5	76.0	24.0	84.6	15.4	75.0	24.0

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	47.6	33.3	72.1	27.9	75.6	24.4	52.4	35.7
TE - Technical	0.0	60.0	85.7	14.3	100.0	0.0	66.7	33.3
CR - Clerical	56.5	30.4	84.0	16.0	84.0	16.0	77.3	13.6
AS - Administrative Support	60.0	40.0	80.0	20.0	80.0	20.0	80.0	20.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	61.1	33.3	83.3	16.7	94.4	5.6	77.8	11.1

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	7	12	Not Important	7	7	6
Somewhat Disagree	11	10	13	Somewhat Important	5	5	12
Neither Agree or Disagree	1	1	2	Important	13	12	14
Somewhat Agree	26	25	25	Very Important	57	54	45
Strongly Agree	59	56	47	Critical	22	21	21
Non-Response/Unsure	2	2	1	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	5	11	Not Important	6	6	7
Somewhat Disagree	15	14	16	Somewhat Important	9	9	12
Neither Agree or Disagree	3	3	4	Important	10	9	15
Somewhat Agree	37	35	30	Very Important	50	47	41
Strongly Agree	42	40	37	Critical	27	26	22
Non-Response/Unsure	4	4	2	Non-Response/Unsure	4	4	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	5	12	Not Important	6	6	5
Somewhat Disagree	11	10	17	Somewhat Important	10	9	17
Neither Agree or Disagree	8	8	13	Important	23	22	27
Somewhat Agree	45	43	32	Very Important	48	45	34
Strongly Agree	32	30	23	Critical	16	15	12
Non-Response/Unsure	5	5	5	Non-Response/Unsure	3	3	5
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	14	Not Important	9	9	5
Somewhat Disagree	16	15	17	Somewhat Important	6	6	13
Neither Agree or Disagree	3	3	6	Important	19	18	21
Somewhat Agree	33	31	34	Very Important	48	45	44
Strongly Agree	42	40	28	Critical	21	20	14
Non-Response/Unsure	2	2	1	Non-Response/Unsure	3	3	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	14	Not Important	5	5	4
Somewhat Disagree	9	9	13	Somewhat Important	13	12	14
Neither Agree or Disagree	7	7	6	Important	22	21	23
Somewhat Agree	26	25	29	Very Important	44	42	45
Strongly Agree	52	49	36	Critical	19	18	11
Non-Response/Unsure	2	2	2	Non-Response/Unsure	3	3	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	12	17	Not Important	9	9	4
Somewhat Disagree	18	17	19	Somewhat Important	18	17	17
Neither Agree or Disagree	15	14	11	Important	29	27	32
Somewhat Agree	34	32	30	Very Important	35	33	35
Strongly Agree	24	23	21	Critical	12	11	9
Non-Response/Unsure	2	2	2	Non-Response/Unsure	3	3	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	14	22	Not Important	8	8	6
Somewhat Disagree	13	12	13	Somewhat Important	15	14	22
Neither Agree or Disagree	2	2	10	Important	29	27	36
Somewhat Agree	15	14	21	Very Important	31	29	27
Strongly Agree	58	55	28	Critical	21	20	7
Non-Response/Unsure	3	3	7	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	12	Not Important	5	5	5
Somewhat Disagree	9	9	13	Somewhat Important	15	14	16
Neither Agree or Disagree	5	5	8	Important	28	26	32
Somewhat Agree	30	28	27	Very Important	40	38	36
Strongly Agree	49	46	38	Critical	16	15	10
Non-Response/Unsure	3	3	3	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	4	10	Not Important	7	7	7
Somewhat Disagree	21	20	21	Somewhat Important	10	9	11
Neither Agree or Disagree	8	8	8	Important	20	19	21
Somewhat Agree	43	41	36	Very Important	38	36	39
Strongly Agree	26	25	24	Critical	28	26	19
Non-Response/Unsure	4	4	2	Non-Response/Unsure	3	3	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	15	Not Important	6	6	6
Somewhat Disagree	16	15	17	Somewhat Important	11	10	13
Neither Agree or Disagree	5	5	8	Important	16	15	22
Somewhat Agree	29	27	27	Very Important	48	45	41
Strongly Agree	43	41	32	Critical	22	21	15
Non-Response/Unsure	3	3	2	Non-Response/Unsure	3	3	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	21	20	25	Not Important	7	7	8
Somewhat Disagree	10	9	11	Somewhat Important	11	10	16
Neither Agree or Disagree	7	7	8	Important	19	18	23
Somewhat Agree	16	15	15	Very Important	41	39	36
Strongly Agree	45	43	38	Critical	24	23	14
Non-Response/Unsure	7	7	4	Non-Response/Unsure	4	4	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	7	12	Not Important	4	4	5
Somewhat Disagree	17	16	20	Somewhat Important	15	14	13
Neither Agree or Disagree	12	11	9	Important	26	25	26
Somewhat Agree	42	40	33	Very Important	42	40	40
Strongly Agree	25	24	24	Critical	16	15	14
Non-Response/Unsure	3	3	3	Non-Response/Unsure	3	3	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	9	Not Important	6	6	5
Somewhat Disagree	13	12	16	Somewhat Important	10	9	14
Neither Agree or Disagree	7	7	9	Important	28	26	28
Somewhat Agree	47	44	33	Very Important	48	45	38
Strongly Agree	29	27	30	Critical	9	9	13
Non-Response/Unsure	4	4	3	Non-Response/Unsure	5	5	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	12	12	Not Important	4	4	5
Somewhat Disagree	18	17	17	Somewhat Important	16	15	13
Neither Agree or Disagree	12	11	9	Important	29	27	28
Somewhat Agree	32	30	29	Very Important	41	39	38
Strongly Agree	26	25	30	Critical	13	12	14
Non-Response/Unsure	5	5	3	Non-Response/Unsure	3	3	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	16	15	18	Not Important	6	6	6
Somewhat Disagree	14	13	17	Somewhat Important	12	11	12
Neither Agree or Disagree	14	13	13	Important	25	24	22
Somewhat Agree	21	20	21	Very Important	41	39	38
Strongly Agree	28	26	25	Critical	18	17	20
Non-Response/Unsure	13	12	6	Non-Response/Unsure	4	4	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	9	15	Not Important	8	8	7
Somewhat Disagree	15	14	16	Somewhat Important	10	9	12
Neither Agree or Disagree	19	18	14	Important	23	22	18
Somewhat Agree	26	25	25	Very Important	41	39	41
Strongly Agree	35	33	28	Critical	22	21	20
Non-Response/Unsure	2	2	2	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	12	11	Not Important	12	11	8
Somewhat Disagree	24	23	20	Somewhat Important	4	4	10
Neither Agree or Disagree	8	8	6	Important	12	11	14
Somewhat Agree	31	29	33	Very Important	43	41	44
Strongly Agree	28	26	30	Critical	33	31	24
Non-Response/Unsure	2	2	1	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	7	11	Not Important	8	8	8
Somewhat Disagree	17	16	14	Somewhat Important	10	9	10
Neither Agree or Disagree	9	9	6	Important	11	10	14
Somewhat Agree	25	24	27	Very Important	51	48	43
Strongly Agree	46	43	41	Critical	24	23	24
Non-Response/Unsure	2	2	1	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	14	21	Not Important	5	5	6
Somewhat Disagree	36	34	25	Somewhat Important	11	10	11
Neither Agree or Disagree	7	7	5	Important	19	18	14
Somewhat Agree	33	31	31	Very Important	54	51	47
Strongly Agree	13	12	17	Critical	16	15	21
Non-Response/Unsure	2	2	1	Non-Response/Unsure	1	1	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	15	Not Important	8	8	6
Somewhat Disagree	15	14	21	Somewhat Important	10	9	12
Neither Agree or Disagree	13	12	9	Important	15	14	18
Somewhat Agree	38	36	31	Very Important	52	49	47
Strongly Agree	31	29	22	Critical	20	19	16
Non-Response/Unsure	1	1	2	Non-Response/Unsure	1	1	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	5	15	Not Important	5	5	4
Somewhat Disagree	16	15	16	Somewhat Important	7	7	13
Neither Agree or Disagree	13	12	10	Important	21	20	22
Somewhat Agree	30	28	28	Very Important	56	53	44
Strongly Agree	41	39	29	Critical	16	15	13
Non-Response/Unsure	1	1	2	Non-Response/Unsure	1	1	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	5	9	Not Important	6	6	8
Somewhat Disagree	18	17	16	Somewhat Important	19	18	13
Neither Agree or Disagree	11	10	9	Important	36	34	29
Somewhat Agree	36	34	32	Very Important	36	34	39
Strongly Agree	32	30	30	Critical	5	5	8
Non-Response/Unsure	4	4	4	Non-Response/Unsure	4	4	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	7	7	10	Not Important	2	2	5
Somewhat Disagree	11	10	13	Somewhat Important	14	13	11
Neither Agree or Disagree	8	8	7	Important	38	36	30
Somewhat Agree	32	30	29	Very Important	40	38	41
Strongly Agree	44	42	38	Critical	8	8	9
Non-Response/Unsure	4	4	4	Non-Response/Unsure	4	4	4
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	4	4	8	Not Important	1	1	3
Somewhat Disagree	12	11	12	Somewhat Important	14	13	12
Neither Agree or Disagree	11	10	7	Important	40	38	34
Somewhat Agree	23	22	27	Very Important	40	38	40
Strongly Agree	50	47	42	Critical	7	7	9
Non-Response/Unsure	6	6	4	Non-Response/Unsure	4	4	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	5	6	Not Important	4	4	4
Somewhat Disagree	21	20	18	Somewhat Important	19	18	14
Neither Agree or Disagree	17	16	15	Important	38	36	34
Somewhat Agree	33	31	29	Very Important	35	33	37
Strongly Agree	26	25	27	Critical	5	5	8
Non-Response/Unsure	4	4	4	Non-Response/Unsure	5	5	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

DENTAL CARE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	3	3	4	Not Important	3	3	4
Somewhat Disagree	13	12	12	Somewhat Important	13	12	12
Neither Agree or Disagree	11	10	13	Important	43	41	32
Somewhat Agree	29	27	29	Very Important	36	34	38
Strongly Agree	47	44	38	Critical	6	6	8
Non-Response/Unsure	3	3	4	Non-Response/Unsure	5	5	5
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	10	12	Not Important	2	2	3
Somewhat Disagree	17	16	15	Somewhat Important	17	16	12
Neither Agree or Disagree	5	5	6	Important	39	37	32
Somewhat Agree	30	28	23	Very Important	42	40	40
Strongly Agree	40	38	39	Critical	4	4	9
Non-Response/Unsure	3	3	6	Non-Response/Unsure	2	2	4
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	9	15	Not Important	9	9	6
Somewhat Disagree	9	9	12	Somewhat Important	6	6	11
Neither Agree or Disagree	3	3	4	Important	13	12	13
Somewhat Agree	32	30	23	Very Important	55	52	48
Strongly Agree	51	48	46	Critical	21	20	19
Non-Response/Unsure	2	2	1	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	10	17	Not Important	6	6	6
Somewhat Disagree	17	16	18	Somewhat Important	12	11	11
Neither Agree or Disagree	14	13	15	Important	19	18	20
Somewhat Agree	39	37	24	Very Important	48	45	42
Strongly Agree	23	22	22	Critical	19	18	19
Non-Response/Unsure	2	2	3	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	13	18	Not Important	8	8	6
Somewhat Disagree	8	8	20	Somewhat Important	8	8	11
Neither Agree or Disagree	10	9	13	Important	16	15	17
Somewhat Agree	46	43	26	Very Important	47	44	42
Strongly Agree	24	23	22	Critical	25	24	22
Non-Response/Unsure	4	4	2	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	17	Not Important	6	6	5
Somewhat Disagree	15	14	17	Somewhat Important	13	12	12
Neither Agree or Disagree	21	20	15	Important	23	22	21
Somewhat Agree	27	26	25	Very Important	48	45	43
Strongly Agree	27	26	22	Critical	14	13	17
Non-Response/Unsure	8	8	4	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	10	20	Not Important	7	7	6
Somewhat Disagree	14	13	19	Somewhat Important	10	9	11
Neither Agree or Disagree	23	22	17	Important	18	17	20
Somewhat Agree	34	32	21	Very Important	48	45	39
Strongly Agree	14	13	15	Critical	20	19	21
Non-Response/Unsure	10	9	8	Non-Response/Unsure	3	3	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	12	Not Important	5	5	5
Somewhat Disagree	16	15	16	Somewhat Important	9	9	13
Neither Agree or Disagree	5	5	5	Important	25	24	21
Somewhat Agree	39	37	31	Very Important	53	50	46
Strongly Agree	34	32	35	Critical	13	12	14
Non-Response/Unsure	2	2	1	Non-Response/Unsure	1	1	1
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	11	Not Important	1	1	3
Somewhat Disagree	17	16	16	Somewhat Important	19	18	17
Neither Agree or Disagree	19	18	16	Important	38	36	36
Somewhat Agree	37	35	29	Very Important	42	40	37
Strongly Agree	25	24	27	Critical	5	5	6
Non-Response/Unsure	2	2	2	Non-Response/Unsure	1	1	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	5	5	10	Not Important	2	2	4
Somewhat Disagree	11	10	11	Somewhat Important	15	14	13
Neither Agree or Disagree	10	9	8	Important	25	24	28
Somewhat Agree	34	32	28	Very Important	54	51	44
Strongly Agree	44	42	41	Critical	8	8	10
Non-Response/Unsure	2	2	2	Non-Response/Unsure	2	2	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	18	17	23	Not Important	6	6	7
Somewhat Disagree	26	25	20	Somewhat Important	18	17	14
Neither Agree or Disagree	20	19	14	Important	27	26	26
Somewhat Agree	16	15	24	Very Important	43	41	39
Strongly Agree	22	21	14	Critical	11	10	13
Non-Response/Unsure	4	4	5	Non-Response/Unsure	1	1	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	11	Not Important	5	5	5
Somewhat Disagree	25	24	20	Somewhat Important	12	11	12
Neither Agree or Disagree	13	12	10	Important	23	22	22
Somewhat Agree	33	31	33	Very Important	48	45	43
Strongly Agree	24	23	25	Critical	17	16	16
Non-Response/Unsure	1	1	1	Non-Response/Unsure	1	1	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	9	Not Important	3	3	5
Somewhat Disagree	17	16	15	Somewhat Important	13	12	16
Neither Agree or Disagree	21	20	20	Important	40	38	34
Somewhat Agree	37	35	30	Very Important	35	33	34
Strongly Agree	19	18	20	Critical	12	11	10
Non-Response/Unsure	6	6	6	Non-Response/Unsure	3	3	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	12	11	9	Not Important	3	3	4
Somewhat Disagree	12	11	16	Somewhat Important	12	11	13
Neither Agree or Disagree	15	14	13	Important	31	29	29
Somewhat Agree	30	28	29	Very Important	41	39	40
Strongly Agree	35	33	30	Critical	16	15	13
Non-Response/Unsure	2	2	3	Non-Response/Unsure	3	3	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	8	Not Important	3	3	4
Somewhat Disagree	15	14	13	Somewhat Important	13	12	14
Neither Agree or Disagree	26	25	25	Important	35	33	33
Somewhat Agree	29	27	26	Very Important	39	37	36
Strongly Agree	23	22	21	Critical	13	12	10
Non-Response/Unsure	5	5	8	Non-Response/Unsure	3	3	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	10	Not Important	4	4	7
Somewhat Disagree	13	12	14	Somewhat Important	9	9	8
Neither Agree or Disagree	4	4	5	Important	16	15	17
Somewhat Agree	32	30	29	Very Important	56	53	41
Strongly Agree	47	44	40	Critical	21	20	25
Non-Response/Unsure	2	2	1	Non-Response/Unsure	0	0	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	10	12	Not Important	5	5	6
Somewhat Disagree	10	9	12	Somewhat Important	7	7	9
Neither Agree or Disagree	1	1	5	Important	18	17	17
Somewhat Agree	21	20	24	Very Important	52	49	42
Strongly Agree	63	59	47	Critical	24	23	24
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

	Level of Agreement				Level of Importance		
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	7	7	12	Not Important	5	5	7
Somewhat Disagree	10	9	11	Somewhat Important	9	9	9
Neither Agree or Disagree	5	5	10	Important	13	12	17
Somewhat Agree	22	21	19	Very Important	49	46	41
Strongly Agree	51	48	42	Critical	27	26	23
Non-Response/Unsure	11	10	6	Non-Response/Unsure	3	3	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	18	15	Not Important	3	3	4
Somewhat Disagree	2	2	7	Somewhat Important	16	15	13
Neither Agree or Disagree	2	2	3	Important	23	22	28
Somewhat Agree	11	10	14	Very Important	52	49	40
Strongly Agree	68	64	56	Critical	12	11	14
Non-Response/Unsure	4	4	5	Non-Response/Unsure	0	0	2
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	8	8	12	Not Important	4	4	5
Somewhat Disagree	21	20	20	Somewhat Important	17	16	16
Neither Agree or Disagree	18	17	15	Important	34	32	33
Somewhat Agree	35	33	31	Very Important	38	36	35
Strongly Agree	22	21	19	Critical	9	9	6
Non-Response/Unsure	2	2	2	Non-Response/Unsure	4	4	5
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	10	9	15	Not Important	3	3	8
Somewhat Disagree	8	8	6	Somewhat Important	10	9	12
Neither Agree or Disagree	6	6	8	Important	21	20	20
Somewhat Agree	14	13	11	Very Important	38	36	28
Strongly Agree	32	30	33	Critical	10	9	10
Non-Response/Unsure	36	34	27	Non-Response/Unsure	24	23	22
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	15	14	16	Not Important	6	6	10
Somewhat Disagree	8	8	6	Somewhat Important	11	10	12
Neither Agree or Disagree	7	7	9	Important	19	18	21
Somewhat Agree	14	13	11	Very Important	43	41	29
Strongly Agree	33	31	33	Critical	12	11	12
Non-Response/Unsure	29	27	26	Non-Response/Unsure	15	14	17
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	12	15	Not Important	8	8	9
Somewhat Disagree	13	12	14	Somewhat Important	10	9	13
Neither Agree or Disagree	15	14	16	Important	26	25	23
Somewhat Agree	21	20	22	Very Important	48	45	39
Strongly Agree	33	31	27	Critical	12	11	12
Non-Response/Unsure	11	10	7	Non-Response/Unsure	2	2	4
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	9	9	18	Not Important	6	6	6
Somewhat Disagree	21	20	14	Somewhat Important	15	14	15
Neither Agree or Disagree	12	11	13	Important	23	22	29
Somewhat Agree	14	13	17	Very Important	49	46	37
Strongly Agree	37	35	29	Critical	8	8	9
Non-Response/Unsure	13	12	10	Non-Response/Unsure	5	5	4
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	18	17	19	Not Important	6	6	7
Somewhat Disagree	15	14	21	Somewhat Important	10	9	12
Neither Agree or Disagree	15	14	15	Important	16	15	19
Somewhat Agree	33	31	25	Very Important	48	45	41
Strongly Agree	17	16	14	Critical	22	21	19
Non-Response/Unsure	8	8	7	Non-Response/Unsure	4	4	4
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	14	13	14	Not Important	3	3	4
Somewhat Disagree	8	8	9	Somewhat Important	10	9	12
Neither Agree or Disagree	0	0	4	Important	22	21	22
Somewhat Agree	29	27	19	Very Important	59	56	47
Strongly Agree	53	50	53	Critical	11	10	13
Non-Response/Unsure	2	2	2	Non-Response/Unsure	1	1	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	13	12	15	Not Important	6	6	7
Somewhat Disagree	4	4	4	Somewhat Important	9	9	10
Neither Agree or Disagree	0	0	2	Important	12	11	13
Somewhat Agree	9	9	9	Very Important	63	59	48
Strongly Agree	80	76	69	Critical	16	15	20
Non-Response/Unsure	0	0	1	Non-Response/Unsure	0	0	3
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	6	6	12	Not Important	3	3	5
Somewhat Disagree	17	16	15	Somewhat Important	14	13	13
Neither Agree or Disagree	10	9	16	Important	23	22	25
Somewhat Agree	33	31	25	Very Important	55	52	42
Strongly Agree	32	30	21	Critical	11	10	12
Non-Response/Unsure	8	8	11	Non-Response/Unsure	0	0	4
TOTAL	**106**	**100**	**100**	**TOTAL**	**106**	**100**	**100**

Transportation and Public Works

Results for the Department of Transportation and Public Works are similar to the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between the department and government?

Shared strengths include, as examples, teamwork, employee involvement, quality of work life, safety, and knowledge of benefits program.

What are the shared opportunities for improvement between the department and government?

Shared opportunities for improvement include, as examples, retention, merit, opportunities for career advancement, diversity, workplace ethics, compensation and recognition, and department leadership.

Further details regarding overall results for the Department of Transportation and Public Works are available, outlining a summary of strengths and improvement areas for the department, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 72% of employees feel that coworkers make an effort to help each other ☐ 66% of employees feel that they work as part of a team
Employee Involvement	☐ 60% of employees feel that they can provide input on decisions that affect their job ☐ 64% of employees feel that their supervisor considers their work-related ideas
Communications	☐ 65% of employees know how their work contributes to the department's priorities/purpose
Ethics	☐ 64% of employees know where they can go for help to resolve workplace ethical dilemmas or conflicts
Others	☐ 71% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 85% of employees feel that they have the required qualifications to meet the needs of their job
Personal Growth (Training)	☐ 67% of employees feel that they have access to training opportunities ☐ 74% of employees feel that they can apply what they've learned in training to their jobs ☐ 61% of employees get the training and related support they need to meet the demands of their job
Quality of Work Life	☐ 64% of employees have the resources they need to do their job well ☐ 68% of employees can balance the demands of their work life with the demands of their personal life
Leadership	☐ 70% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 76% of employees feel that their department creates a safe work environment ☐ 76% of employees feel safe working in their jobs ☐ 62% of employees feel that harassment is not tolerated in their workplace ☐ 75% of employees know who the Occupational Health and Safety representative is for their work area
Benefits	☐ On average, 67% of employees feel that they have a good understanding of their benefits coverage ☐ 63% of employees know who to contact regarding questions about their benefits coverage

Opportunities for Improvement

Teamwork	☐ 47% of employees feel that shared goals are developed for their workgroup
Ethics	☐ 48% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Compensation/ Recognition	☐ 42% of employees feel that they are compensated (salary and benefits), fairly for their job ☐ 49% of employees feel that they are valued for their contributions at work
Diversity	☐ 47% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 42% of employees feel that their department values diversity
Others	☐ 35% of employees feel that hiring in the Government of Nova Scotia is based on merit ☐ 47% of employees feel that they work for an effective organization where goals set out in the business plan are regularly achieved
Leadership	☐ 42% of employees feel that their department leaders set a good example for employees ☐ 44% of employees have confidence in the leadership in their department ☐ 49% of employees feel that their supervisor manages conflict in their workgroup ☐ 35% of employees feel that senior management will try to resolve issues raised by employees in this survey
Retention	☐ On average, 44% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ On average, 43% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 48% of employees see a future for their career, working for the Government of Nova Scotia ☐ 49% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community
Communications	☐ 33% of employees received communications about their department's business plan in the past 12 months ☐ 37% of employees participate in an annual performance appraisal/review with their supervisor
Personal Growth	☐ 35% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	71.7	24.1	67.3	25.7	47.5	34.9
Female	73.4	23.4	67.7	27.7	59.5	25.7

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	72.0	23.6	67.5	26.3	46.6	35.5
Supervisory	66.5	29.6	64.0	29.0	51.5	28.6
Management	87.3	10.9	78.2	14.5	73.6	22.6

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	76.2	23.8	61.9	28.6	42.1	31.6
30 - 39	49.7	47.1	48.1	47.4	40.9	38.3
40 - 49	79.2	17.1	70.7	21.5	51.5	33.1
50 - 54	73.2	21.1	71.6	21.1	50.0	31.2
55 and over	77.1	19.0	76.3	19.1	56.0	30.5

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	71.4	28.6	65.7	28.6	42.4	21.2
2 - 5 years	69.2	26.2	67.2	28.1	59.0	32.8
6 - 10 years	72.4	22.9	69.9	24.3	53.5	31.7
11 - 20 years	68.4	29.1	62.8	31.6	46.6	34.8
> 20 years	74.2	20.6	69.7	22.6	49.3	33.7

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	69.3	29.5	62.5	30.7	47.7	37.2
TE - Technical	70.2	27.2	68.1	25.7	52.7	27.3
CR - Clerical	70.0	25.6	62.9	30.3	49.4	30.1
AS - Administrative Support	66.7	33.3	53.3	33.3	46.7	20.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	83.3	14.8	77.8	16.7	73.6	18.9
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	73.7	20.8	69.4	23.2	44.6	38.7
NSGEU Local 480 - Dept. of Justice, Corrections Workers	85.7	14.3	71.4	28.6	66.7	0.0
Other (see survey for list)	55.6	38.1	57.4	41.0	53.4	29.3

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	59.3	34.1	62.7	28.8	54.6	34.9
Female	66.2	26.8	75.5	19.4	50.3	38.1

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	58.7	33.7	63.2	28.2	50.1	38.1
Supervisory	61.4	34.2	66.7	26.9	57.0	33.5
Management	81.8	14.5	85.2	11.1	81.8	12.7

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	19.0	70.0	30.0	36.8	38.6
30 - 39	43.3	49.0	51.3	41.0	43.6	43.6
40 - 49	68.8	24.4	73.8	19.5	58.2	32.9
50 - 54	63.2	31.1	67.0	24.1	57.5	31.6
55 and over	57.1	37.7	59.3	30.7	53.0	36.9

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	68.6	20.0	64.7	23.5	55.9	23.5
2 - 5 years	57.8	26.6	62.9	27.4	53.2	38.7
6 - 10 years	53.3	41.9	64.4	27.9	52.4	31.4
11 - 20 years	58.1	33.8	65.8	27.7	51.5	39.8
> 20 years	63.3	32.0	65.3	26.6	55.0	34.8

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	67.0	25.0	65.5	28.7	54.0	32.2
TE - Technical	59.6	36.0	66.1	27.7	54.9	36.3
CR - Clerical	59.6	30.3	71.3	20.7	43.7	40.2
AS - Administrative Support	53.3	46.7	53.3	46.7	26.7	60.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	79.6	18.5	83.3	13.0	81.5	14.8
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	57.1	35.5	61.7	28.9	53.8	37.1
NSGEU Local 480 - Dept. of Justice, Corrections Workers	71.4	28.6	71.4	0.0	57.1	14.3
Other (see survey for list)	53.2	38.7	59.7	32.3	44.4	38.1

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	33.7	52.7	64.9	25.8	58.2	31.7	53.7	35.5	37.8	49.5	52.1	37.0	56.7	31.7
Female	45.1	44.4	77.3	18.8	64.3	29.9	62.8	28.8	42.9	43.5	58.0	36.8	73.1	21.2

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	30.0	55.8	67.2	23.7	59.0	31.5	53.3	36.4	33.5	53.6	50.6	39.4	57.9	31.3
Supervisory	39.6	48.4	63.2	28.9	55.2	34.8	57.0	31.0	44.0	42.4	54.5	35.4	61.3	28.6
Management	78.2	16.4	83.6	16.4	77.8	14.8	70.9	23.6	70.9	21.8	79.2	15.1	74.5	16.4

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	23.5	52.9	78.9	15.8	57.1	38.1	66.7	23.8	42.1	36.8	63.2	26.3	55.6	27.8
30 - 39	38.0	49.3	52.3	39.4	46.2	42.9	51.9	37.8	56.2	32.9	46.1	43.5	42.8	44.7
40 - 49	34.3	53.4	69.1	20.2	64.2	26.6	57.2	31.9	33.4	53.4	57.3	32.6	66.5	22.8
50 - 54	36.1	50.8	69.1	25.0	62.4	28.0	54.2	35.9	35.7	51.4	52.8	38.9	63.6	26.7
55 and over	36.9	50.4	74.0	20.0	59.6	31.8	55.7	35.6	35.6	51.7	51.7	38.5	58.1	33.8

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	37.9	41.4	64.7	26.5	61.8	29.4	67.6	20.6	40.7	22.2	67.7	25.8	60.0	23.3
2 - 5 years	44.8	43.1	66.7	26.7	56.9	36.9	64.6	27.7	50.8	41.0	52.4	33.3	50.8	34.4
6 - 10 years	35.4	51.5	72.4	16.2	63.8	27.6	53.3	35.2	43.1	45.1	52.0	35.3	55.9	32.4
11 - 20 years	32.7	55.6	64.3	26.0	58.1	31.7	52.0	39.7	36.7	50.0	52.6	41.7	59.4	31.4
> 20 years	35.8	51.2	67.7	25.4	58.6	31.4	55.0	33.7	36.4	51.7	53.0	36.2	62.2	28.0

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	43.0	46.8	59.3	29.1	52.9	30.1	56.3	32.2	48.2	41.2	47.7	39.5	56.5	27.1
TE - Technical	36.5	45.2	69.0	25.7	50.0	33.0	55.4	33.0	38.5	45.2	51.8	36.4	63.4	21.4
CR - Clerical	41.5	42.7	77.9	17.4	56.2	33.7	54.4	35.6	40.2	47.1	58.6	34.5	75.5	17.8
AS - Administrative Support	40.0	60.0	66.7	33.3	53.3	40.0	60.0	40.0	26.7	60.0	35.7	64.3	57.1	35.7
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	75.9	16.7	85.2	14.8	77.8	16.7	75.9	20.4	79.6	14.8	73.1	19.2	77.8	18.5
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	24.9	61.3	66.0	22.8	60.0	31.1	53.5	35.9	29.3	57.0	50.5	39.3	53.6	36.7
NSGEU Local 480 - Dept. of Justice, Corrections Workers	33.3	66.7	71.4	14.3	83.3	16.7	57.1	28.6	50.0	16.7	85.7	14.3	83.3	0.0
Other (see survey for list)	41.3	54.0	50.0	45.2	66.7	27.0	43.5	41.9	48.3	46.7	53.2	38.7	52.4	38.1

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	66.2	25.6	49.6	39.2
Female	66.7	26.1	53.3	35.5

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	66.1	26.3	48.2	40.8
Supervisory	64.4	26.3	53.3	35.9
Management	74.1	18.5	67.3	19.2

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	75.0	25.0	47.4	36.8
30 - 39	46.7	43.3	42.7	45.3
40 - 49	73.0	18.4	52.1	35.3
50 - 54	68.3	24.9	55.9	33.9
55 and over	68.5	23.3	49.0	43.5

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	68.8	25.0	56.3	21.9
2 - 5 years	65.0	25.0	50.8	33.9
6 - 10 years	58.3	29.1	42.7	44.7
11 - 20 years	66.7	26.7	51.3	39.7
> 20 years	67.9	24.3	51.0	38.5

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	54.8	33.3	43.9	34.1
TE - Technical	57.7	31.5	50.5	36.9
CR - Clerical	68.2	25.0	52.4	39.3
AS - Administrative Support	50.0	50.0	33.3	60.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	77.4	17.0	68.0	22.0
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	69.9	22.2	49.2	41.5
NSGEU Local 480 - Dept. of Justice, Corrections Workers	83.3	0.0	60.0	0.0
Other (see survey for list)	60.0	33.3	47.5	41.0

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	52.9	31.6	61.9	29.4	66.7	24.4
Female	59.6	28.2	75.2	21.0	81.0	15.2

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	51.8	33.2	66.5	25.9	70.8	22.2
Supervisory	55.4	29.2	58.1	33.5	61.6	27.1
Management	65.5	20.0	70.9	23.6	78.2	12.7

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.9	23.8	61.9	28.6	66.7	23.8
30 - 39	48.7	32.5	54.1	40.1	53.5	38.2
40 - 49	57.0	28.0	68.0	22.7	77.5	15.0
50 - 54	54.2	31.3	66.5	26.3	67.5	23.2
55 and over	52.3	37.1	65.1	27.5	71.1	21.5

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	22.9	62.9	25.7	60.0	20.0
2 - 5 years	55.4	27.7	61.5	32.3	69.2	23.1
6 - 10 years	50.5	34.3	63.1	28.2	68.0	23.3
11 - 20 years	59.0	28.8	62.4	28.6	68.4	23.1
> 20 years	51.5	32.9	66.7	26.4	71.0	22.3

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	31.8	61.4	30.7	65.5	23.0
TE - Technical	50.9	28.1	54.0	33.6	61.9	23.9
CR - Clerical	56.2	24.7	70.8	22.5	77.8	18.9
AS - Administrative Support	50.0	50.0	60.0	40.0	66.7	33.3
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	60.4	26.4	70.4	25.9	74.1	14.8
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	52.4	35.2	66.6	26.4	69.7	22.6
NSGEU Local 480 - Dept. of Justice, Corrections Workers	75.0	25.0	71.4	0.0	71.4	28.6
Other (see survey for list)	63.5	23.8	58.7	31.7	66.7	30.2

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	41.6	52.9	48.7	39.9	54.4	33.4
Female	44.9	51.9	58.3	35.3	63.0	27.9

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	41.8	53.0	48.7	40.9	53.6	34.4
Supervisory	40.3	53.2	50.5	37.5	59.6	29.3
Management	50.9	49.1	69.1	25.5	67.3	21.8

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	38.1	61.9	47.6	38.1	57.1	23.8
30 - 39	45.5	50.0	45.5	44.9	53.9	35.5
40 - 49	41.1	52.4	50.3	38.9	57.0	32.6
50 - 54	41.1	54.2	55.8	34.2	56.4	30.9
55 and over	44.4	52.3	50.7	40.0	56.8	30.1

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	55.9	41.2	51.4	34.3	58.8	23.5
2 - 5 years	40.0	53.8	62.5	29.7	64.1	25.0
6 - 10 years	43.8	50.5	45.2	43.3	53.4	35.9
11 - 20 years	47.4	48.3	49.1	40.4	52.4	33.9
> 20 years	38.3	56.5	50.9	39.1	57.1	32.5

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	46.0	49.4	42.0	45.5	54.0	37.8
TE - Technical	34.5	56.6	41.1	45.5	55.0	29.7
CR - Clerical	42.7	57.3	59.6	33.7	58.8	31.8
AS - Administrative Support	33.3	60.0	40.0	53.3	46.7	46.7
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	53.7	46.3	64.8	29.6	66.7	24.1
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	41.5	53.3	48.1	40.8	54.2	34.3
NSGEU Local 480 - Dept. of Justice, Corrections Workers	71.4	14.3	85.7	14.3	57.1	14.3
Other (see survey for list)	42.6	50.8	64.5	27.4	55.0	28.3

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	67.2	22.9	73.1	19.4	74.6	18.1	59.5	25.2	71.1	17.2	67.0	24.5
Female	76.6	18.2	79.6	15.1	81.0	13.7	68.7	22.0	78.6	14.3	73.2	20.8

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	70.0	21.7	73.9	18.2	75.6	17.1	60.3	25.9	72.6	17.4	67.4	24.0
Supervisory	64.0	24.0	72.0	21.5	72.9	19.6	58.8	24.6	68.3	17.6	67.4	24.9
Management	75.9	16.7	83.6	10.9	83.6	12.7	72.2	16.7	83.6	7.3	74.5	20.0

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.1	33.3	72.2	22.2	72.2	22.2	44.4	22.2	72.2	11.1	52.6	31.6
30 - 39	45.7	41.7	46.1	44.7	48.0	42.1	34.6	43.8	44.8	37.0	55.0	39.1
40 - 49	73.4	17.6	82.2	10.2	83.7	9.9	69.5	20.0	79.9	11.7	71.1	19.3
50 - 54	75.4	16.4	77.4	16.1	78.9	14.1	64.3	21.4	77.2	12.0	70.9	20.7
55 and over	77.7	15.1	84.4	10.6	85.5	9.4	71.1	17.8	81.3	11.5	73.8	21.5

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	61.3	22.6	61.3	29.0	64.5	19.4	50.0	21.9	59.4	12.5	62.5	25.0
2 - 5 years	46.7	41.7	46.7	40.0	50.0	36.7	36.7	43.3	41.7	38.3	52.4	36.5
6 - 10 years	65.0	28.0	71.0	22.0	70.0	24.0	51.0	35.4	68.7	22.2	68.8	26.0
11 - 20 years	67.6	20.3	71.9	19.6	71.3	18.8	60.8	20.7	71.4	15.2	69.6	21.7
> 20 years	75.3	18.0	82.0	12.7	84.9	11.3	68.8	21.5	80.1	12.9	70.6	22.1

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	57.6	29.4	64.0	19.8	62.8	24.4	46.5	27.9	63.2	13.8	57.8	30.1
TE - Technical	66.1	19.6	71.7	20.4	77.9	13.3	55.5	28.2	68.1	15.9	66.7	21.9
CR - Clerical	79.3	14.9	79.3	18.4	81.6	12.6	70.6	17.6	77.9	15.1	76.2	15.5
AS - Administrative Support	80.0	20.0	73.3	26.7	73.3	26.7	60.0	20.0	73.3	13.3	73.3	26.7
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	78.8	17.3	86.8	9.4	86.9	11.3	75.5	15.1	87.0	7.4	72.2	24.1
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	69.9	21.9	76.6	16.6	77.3	16.0	64.0	25.3	74.6	18.1	69.3	23.8
NSGEU Local 480 - Dept. of Justice, Corrections Workers	80.0	0.0	83.3	16.7	83.3	16.7	66.7	16.7	66.7	16.7	75.0	0.0
Other (see survey for list)	58.3	31.7	61.7	31.7	62.3	31.1	48.3	31.7	60.7	24.6	59.7	32.3

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	69.7	26.1	42.6	42.0	43.6	44.3	50.8	36.0	38.9	47.2
Female	75.6	21.8	51.0	39.4	51.6	42.0	50.6	37.0	33.3	49.6

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	69.0	26.5	39.1	45.3	42.0	47.7	49.7	38.5	37.0	49.2
Supervisory	71.3	25.2	48.7	38.5	48.8	39.3	52.3	32.5	37.2	46.3
Management	85.5	12.7	77.8	20.4	70.9	21.8	55.6	24.1	52.8	37.7

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	76.2	23.8	55.0	35.0	61.9	38.1	57.9	31.6	58.8	41.2
30 - 39	55.1	42.9	44.5	47.1	46.2	42.3	47.7	41.8	40.5	41.2
40 - 49	73.6	21.4	42.1	40.2	43.9	44.5	50.8	35.6	33.0	52.5
50 - 54	73.8	22.5	46.7	39.7	43.5	44.5	52.1	30.9	39.4	45.6
55 and over	76.8	18.5	44.1	40.7	46.7	43.3	51.7	38.3	41.4	47.1

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	74.3	25.7	67.6	26.5	62.9	28.6	59.4	31.3	53.3	40.0
2 - 5 years	75.4	23.1	50.8	36.5	56.3	32.8	54.7	37.5	45.0	48.3
6 - 10 years	67.3	27.9	45.2	36.5	48.6	41.0	42.3	35.6	36.1	45.4
11 - 20 years	69.5	26.6	44.9	44.5	44.2	47.6	49.1	40.8	37.3	45.9
> 20 years	71.5	24.1	40.2	43.2	41.1	45.9	52.2	34.2	36.1	50.3

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	70.5	27.3	47.7	44.3	44.3	44.3	44.0	33.3	28.6	52.4
TE - Technical	64.9	33.3	45.9	37.6	42.0	44.6	47.7	39.4	27.9	49.0
CR - Clerical	73.0	22.5	42.0	37.5	42.7	42.7	45.9	40.0	35.4	50.6
AS - Administrative Support	60.0	40.0	46.7	46.7	46.7	46.7	53.3	46.7	42.9	42.9
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	83.3	16.7	71.7	22.6	70.4	22.2	58.5	20.8	53.8	36.5
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	70.4	23.9	37.0	48.1	40.6	49.9	50.8	38.4	37.3	51.5
NSGEU Local 480 - Dept. of Justice, Corrections Workers	85.7	14.3	80.0	20.0	71.4	14.3	85.7	14.3	66.7	16.7
Other (see survey for list)	66.1	30.6	53.3	25.0	54.8	29.0	56.5	32.3	55.2	27.6

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	66.7	26.4	53.5	29.7	73.9	18.6	36.1	51.6	61.4	29.9
Female	76.6	20.8	65.4	20.3	80.1	13.5	42.7	48.0	65.0	27.4

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	68.2	26.3	53.3	29.5	76.8	17.0	33.0	55.6	61.9	29.8
Supervisory	68.5	24.0	57.9	28.2	69.7	21.4	44.4	43.9	60.5	31.5
Management	78.2	14.5	72.7	16.4	80.0	10.9	57.4	31.5	72.7	16.4

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	61.9	33.3	60.0	30.0	80.0	15.0	52.6	42.1	61.9	38.1
30 - 39	51.0	44.5	41.7	37.8	51.9	40.4	50.7	38.8	48.7	45.5
40 - 49	74.5	19.3	59.8	24.1	82.6	9.6	31.4	56.6	65.7	23.7
50 - 54	71.2	22.5	57.3	28.1	79.1	15.2	37.4	52.2	65.6	27.6
55 and over	71.8	20.8	60.0	25.3	78.9	13.2	34.8	52.5	64.2	25.2

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	62.9	28.6	61.8	20.6	70.6	20.6	51.7	27.6	60.0	37.1
2 - 5 years	65.6	28.1	53.1	26.6	78.5	18.5	50.8	37.7	60.0	30.8
6 - 10 years	63.5	30.8	55.2	32.4	70.9	22.3	42.6	46.5	61.2	35.9
11 - 20 years	67.4	28.7	57.8	26.5	75.5	18.5	40.5	48.2	62.1	31.0
> 20 years	71.2	21.6	55.0	28.0	76.0	15.3	30.9	57.8	62.7	25.9

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	68.2	28.4	53.4	27.3	68.2	22.7	41.9	47.7	54.5	35.2
TE - Technical	62.7	25.5	47.3	31.3	66.7	24.3	34.9	53.2	53.6	37.3
CR - Clerical	75.3	20.2	64.8	20.5	77.8	12.2	33.3	55.2	64.4	27.8
AS - Administrative Support	66.7	33.3	64.3	14.3	71.4	21.4	46.7	40.0	53.3	46.7
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	79.6	14.8	70.4	22.2	81.5	13.0	61.1	29.6	70.4	18.5
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	67.5	26.8	54.8	30.8	80.1	14.7	31.3	57.0	63.5	28.0
NSGEU Local 480 - Dept. of Justice, Corrections Workers	85.7	14.3	85.7	14.3	85.7	0.0	33.3	16.7	85.7	0.0
Other (see survey for list)	62.9	30.6	50.0	25.8	59.7	30.6	51.7	36.2	65.6	29.5

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	47.8	28.4	52.6	33.2	45.5	28.7
Female	61.1	18.8	65.3	23.1	48.9	19.4

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	49.2	26.6	52.5	32.8	44.7	28.4
Supervisory	50.3	26.5	59.0	29.2	50.0	22.3
Management	61.5	23.1	66.0	20.8	56.0	22.0

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	50.0	22.2	55.0	25.0	58.8	17.6
30 - 39	39.2	34.3	45.4	40.1	37.4	33.8
40 - 49	51.9	26.3	58.6	28.0	44.9	27.9
50 - 54	51.6	22.0	53.8	30.1	52.0	21.2
55 and over	54.7	28.1	57.7	30.9	48.9	26.6

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	48.5	21.2	55.9	23.5	51.5	27.3
2 - 5 years	47.5	33.9	52.5	32.8	41.4	32.8
6 - 10 years	45.4	27.8	47.1	34.3	39.8	35.5
11 - 20 years	53.8	25.8	57.0	29.6	47.5	25.6
> 20 years	49.9	26.1	55.7	32.1	47.4	24.8

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	45.8	24.1	55.3	29.4	35.4	24.1
TE - Technical	45.1	28.4	51.9	33.3	41.2	30.4
CR - Clerical	56.1	18.3	67.1	20.0	55.1	15.4
AS - Administrative Support	76.9	7.7	78.6	14.3	66.7	25.0
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	63.5	25.0	62.3	24.5	58.0	18.0
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	47.0	30.1	50.9	34.9	44.7	31.0
NSGEU Local 480 - Dept. of Justice, Corrections Workers	83.3	0.0	71.4	0.0	71.4	0.0
Other (see survey for list)	51.7	25.0	49.2	39.3	45.0	28.3

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	75.2	20.4	74.7	20.4	62.2	27.5	79.0	16.9
Female	82.3	16.5	84.2	13.3	70.4	20.4	77.6	19.7

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	76.8	19.4	76.2	18.9	63.0	27.0	79.6	15.8
Supervisory	73.8	22.8	74.8	21.3	62.1	25.6	75.6	21.2
Management	87.3	10.9	87.3	10.9	82.7	15.4	77.8	20.4

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	81.0	19.0	76.2	19.0	60.0	35.0	85.7	14.3
30 - 39	52.9	45.2	51.6	43.9	43.3	46.0	52.1	43.2
40 - 49	85.4	9.3	84.5	9.6	68.6	19.2	85.4	8.6
50 - 54	78.8	19.2	79.3	17.6	67.4	22.5	81.1	15.7
55 and over	78.4	15.0	81.6	14.5	69.3	24.7	85.5	12.4

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	71.4	25.7	71.4	22.9	64.7	29.4	71.9	25.0
2 - 5 years	70.8	23.1	73.8	20.0	55.7	31.1	63.9	29.5
6 - 10 years	76.0	18.3	69.5	26.7	59.6	28.3	72.5	21.6
11 - 20 years	77.0	21.3	77.4	18.7	66.4	25.8	79.7	16.3
> 20 years	77.6	17.9	78.8	16.5	64.1	25.3	82.5	14.1

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	75.9	23.0	73.6	24.1	58.5	30.5	64.3	25.0
TE - Technical	71.7	23.0	73.5	21.2	58.2	31.8	74.3	21.0
CR - Clerical	78.9	20.0	81.1	16.7	70.1	20.7	81.4	16.3
AS - Administrative Support	73.3	26.7	73.3	26.7	61.5	30.8	78.6	21.4
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	85.2	13.0	85.2	13.0	84.3	13.7	75.5	22.6
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	77.8	16.7	77.5	17.1	63.0	26.8	83.5	13.4
NSGEU Local 480 - Dept. of Justice, Corrections Workers	71.4	28.6	71.4	0.0	33.3	0.0	100.0	0.0
Other (see survey for list)	62.9	33.9	63.5	31.7	56.5	32.3	67.7	25.8

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	47.7	38.3	61.2	28.7	57.4	31.8	49.9	33.9	51.3	35.3
Female	60.8	29.1	75.0	17.9	66.4	25.6	56.8	26.4	57.1	32.0

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	48.2	37.7	66.1	23.2	62.0	26.6	49.2	33.9	52.4	34.5
Supervisory	53.7	32.8	59.1	33.6	55.0	37.1	54.9	32.1	50.3	35.8
Management	54.5	36.4	60.5	32.6	45.2	45.3	57.7	19.2	55.8	36.5

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	66.7	28.6	71.4	14.3	64.7	17.7	70.6	17.6	55.6	33.3
30 - 39	49.0	40.1	40.0	51.7	46.8	43.8	48.3	42.9	40.4	45.9
40 - 49	51.1	35.0	78.2	11.4	70.9	19.2	55.8	27.4	57.0	30.8
50 - 54	48.7	36.8	69.8	24.5	57.5	30.7	48.6	29.6	52.7	30.2
55 and over	49.4	36.4	57.1	30.4	45.1	46.5	47.8	36.2	54.6	37.6

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	60.0	28.6	50.0	37.5	57.6	30.3	59.4	28.1	50.0	34.4
2 - 5 years	58.5	30.8	60.9	30.4	59.7	29.8	56.7	26.7	45.8	35.6
6 - 10 years	55.8	29.8	59.4	23.2	58.6	25.6	57.6	30.4	47.3	38.7
11 - 20 years	50.2	38.7	63.2	25.8	64.5	24.0	53.0	30.4	50.2	37.1
> 20 years	46.3	38.7	67.0	26.2	56.0	36.6	47.4	35.1	56.1	32.4

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	48.3	33.3	65.3	31.9	40.0	45.7	50.0	35.4	50.6	38.6
TE - Technical	47.8	38.1	55.3	35.3	54.8	38.1	51.4	35.8	40.4	43.1
CR - Clerical	53.3	34.4	69.8	22.2	61.7	25.0	46.4	28.6	50.0	40.2
AS - Administrative Support	66.7	26.7	61.5	38.5	58.4	41.6	46.7	46.7	57.1	28.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	59.3	29.6	62.8	30.2	56.4	38.5	62.7	17.6	56.9	27.5
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	45.1	41.1	87.3	20.0	63.9	25.0	49.3	34.8	54.5	32.4
NSGEU Local 480 - Dept. of Justice, Corrections Workers	85.7	0.0	100.0	0.0	100.0	0.0	80.0	20.0	83.3	0.0
Other (see survey for list)	66.7	25.4	50.0	40.5	64.9	24.1	61.7	23.3	56.1	35.1

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	36.9	45.7	68.9	25.5	85.3	13.5	50.0	33.9
Female	40.3	52.3	85.9	12.8	87.7	11.7	58.8	23.5

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	33.6	51.5	72.5	22.3	87.8	11.0	50.5	33.3
Supervisory	42.9	38.4	69.5	27.6	78.2	20.8	50.3	31.5
Management	56.6	32.1	87.3	10.9	90.7	9.3	66.7	22.2

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	55.6	38.9	78.9	21.1	71.4	28.6	62.5	37.5
30 - 39	43.9	42.6	52.6	43.5	56.4	42.3	40.0	38.5
40 - 49	31.7	49.8	77.9	16.8	95.6	3.1	52.5	29.8
50 - 54	39.1	43.5	71.4	21.9	87.6	11.4	51.4	32.8
55 and over	39.3	50.7	79.7	17.6	95.4	4.0	58.3	29.2

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	51.5	39.4	69.7	27.3	77.1	22.9	50.0	26.7
2 - 5 years	47.4	40.4	68.3	25.4	77.8	19.0	55.8	23.1
6 - 10 years	38.4	46.5	71.2	26.0	83.8	15.2	55.4	28.3
11 - 20 years	39.5	45.3	73.6	21.6	84.5	14.7	51.6	33.6
> 20 years	33.4	49.7	72.2	22.6	89.1	9.9	50.0	33.7

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	42.9	44.0	66.3	30.2	77.9	22.1	46.2	33.3
TE - Technical	29.1	51.8	71.9	23.7	82.1	17.0	43.0	38.7
CR - Clerical	32.1	59.5	85.6	14.4	85.4	14.6	51.9	25.3
AS - Administrative Support	35.7	64.3	73.3	26.7	73.3	26.7	63.6	18.2
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	58.5	32.1	85.2	13.0	87.0	13.0	68.5	18.5
CUPE Local 1867 - Dept. of Transportation and Public Works, Highway Workers	34.3	47.9	69.7	23.7	91.5	7.0	51.2	35.6
NSGEU Local 480 - Dept. of Justice, Corrections Workers	80.0	0.0	83.3	16.7	85.7	14.3	85.7	0.0
Other (see survey for list)	45.9	34.4	61.3	30.6	68.7	30.2	46.3	29.6

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	75	9	12	Not Important	24	3	6
Somewhat Disagree	129	15	13	Somewhat Important	89	10	12
Neither Agree or Disagree	35	4	2	Important	150	18	14
Somewhat Agree	282	33	25	Very Important	428	50	45
Strongly Agree	329	39	47	Critical	143	17	21
Non-Response/Unsure	5	1	1	Non-Response/Unsure	21	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	66	8	11	Not Important	30	4	7
Somewhat Disagree	151	18	16	Somewhat Important	84	10	12
Neither Agree or Disagree	56	7	4	Important	178	21	15
Somewhat Agree	294	34	30	Very Important	387	45	41
Strongly Agree	272	32	37	Critical	144	17	22
Non-Response/Unsure	16	2	2	Non-Response/Unsure	32	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	113	13	12	Not Important	43	5	5
Somewhat Disagree	153	18	17	Somewhat Important	138	16	17
Neither Agree or Disagree	138	16	13	Important	261	31	27
Somewhat Agree	256	30	32	Very Important	286	34	34
Strongly Agree	143	17	23	Critical	81	10	12
Non-Response/Unsure	52	6	5	Non-Response/Unsure	46	5	5
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	135	16	14	Not Important	30	4	5
Somewhat Disagree	143	17	17	Somewhat Important	110	13	13
Neither Agree or Disagree	57	7	6	Important	216	25	21
Somewhat Agree	307	36	34	Very Important	378	44	44
Strongly Agree	206	24	28	Critical	97	11	14
Non-Response/Unsure	7	1	1	Non-Response/Unsure	24	3	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	119	14	14	Not Important	29	3	4
Somewhat Disagree	106	12	13	Somewhat Important	111	13	14
Neither Agree or Disagree	65	8	6	Important	227	27	23
Somewhat Agree	286	34	29	Very Important	375	44	45
Strongly Agree	257	30	36	Critical	80	9	11
Non-Response/Unsure	22	3	2	Non-Response/Unsure	33	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	173	20	17	Not Important	36	4	4
Somewhat Disagree	124	15	19	Somewhat Important	127	15	17
Neither Agree or Disagree	90	11	11	Important	280	33	32
Somewhat Agree	249	29	30	Very Important	314	37	35
Strongly Agree	200	23	21	Critical	71	8	9
Non-Response/Unsure	19	2	2	Non-Response/Unsure	27	3	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	267	31	22	Not Important	59	7	6
Somewhat Disagree	142	17	13	Somewhat Important	167	20	22
Neither Agree or Disagree	103	12	10	Important	321	38	36
Somewhat Agree	152	18	21	Very Important	223	26	27
Strongly Agree	131	15	28	Critical	54	6	7
Non-Response/Unsure	60	7	7	Non-Response/Unsure	31	4	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	102	12	12	Not Important	31	4	5
Somewhat Disagree	103	12	13	Somewhat Important	130	15	16
Neither Agree or Disagree	69	8	8	Important	284	33	32
Somewhat Agree	251	29	27	Very Important	315	37	36
Strongly Agree	307	36	38	Critical	70	8	10
Non-Response/Unsure	23	3	3	Non-Response/Unsure	25	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	95	11	10	Not Important	32	4	7
Somewhat Disagree	167	20	21	Somewhat Important	89	10	11
Neither Agree or Disagree	79	9	8	Important	219	26	21
Somewhat Agree	277	32	36	Very Important	337	39	39
Strongly Agree	218	26	24	Critical	146	17	19
Non-Response/Unsure	19	2	2	Non-Response/Unsure	32	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	146	17	15	Not Important	45	5	6
Somewhat Disagree	144	17	17	Somewhat Important	104	12	13
Neither Agree or Disagree	86	10	8	Important	234	27	22
Somewhat Agree	242	28	27	Very Important	336	39	41
Strongly Agree	223	26	32	Critical	111	13	15
Non-Response/Unsure	14	2	2	Non-Response/Unsure	25	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	298	35	25	Not Important	80	9	8
Somewhat Disagree	97	11	11	Somewhat Important	142	17	16
Neither Agree or Disagree	104	12	8	Important	245	29	23
Somewhat Agree	120	14	15	Very Important	279	33	36
Strongly Agree	194	23	38	Critical	81	10	14
Non-Response/Unsure	42	5	4	Non-Response/Unsure	28	3	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	146	17	12	Not Important	24	3	5
Somewhat Disagree	161	19	20	Somewhat Important	108	13	13
Neither Agree or Disagree	81	10	9	Important	265	31	26
Somewhat Agree	272	32	33	Very Important	333	39	40
Strongly Agree	168	20	24	Critical	95	11	14
Non-Response/Unsure	27	3	3	Non-Response/Unsure	30	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	106	12	9	Not Important	32	4	5
Somewhat Disagree	140	16	16	Somewhat Important	92	11	14
Neither Agree or Disagree	86	10	9	Important	281	33	28
Somewhat Agree	260	30	33	Very Important	329	39	38
Strongly Agree	231	27	30	Critical	102	12	13
Non-Response/Unsure	32	4	3	Non-Response/Unsure	19	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	101	12	12	Not Important	24	3	5
Somewhat Disagree	110	13	17	Somewhat Important	93	11	13
Neither Agree or Disagree	67	8	9	Important	239	28	28
Somewhat Agree	237	28	29	Very Important	352	41	38
Strongly Agree	308	36	30	Critical	124	15	14
Non-Response/Unsure	32	4	3	Non-Response/Unsure	23	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	168	20	18	Not Important	40	5	6
Somewhat Disagree	146	17	17	Somewhat Important	78	9	12
Neither Agree or Disagree	90	11	13	Important	212	25	22
Somewhat Agree	189	22	21	Very Important	328	38	38
Strongly Agree	221	26	25	Critical	171	20	20
Non-Response/Unsure	41	5	6	Non-Response/Unsure	26	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	131	15	15	Not Important	33	4	7
Somewhat Disagree	132	15	16	Somewhat Important	76	9	12
Neither Agree or Disagree	124	15	14	Important	201	24	18
Somewhat Agree	222	26	25	Very Important	374	44	41
Strongly Agree	233	27	28	Critical	155	18	20
Non-Response/Unsure	13	2	2	Non-Response/Unsure	16	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	92	11	11	Not Important	37	4	8
Somewhat Disagree	143	17	20	Somewhat Important	68	8	10
Neither Agree or Disagree	66	8	6	Important	144	17	14
Somewhat Agree	262	31	33	Very Important	424	50	44
Strongly Agree	283	33	30	Critical	164	19	24
Non-Response/Unsure	9	1	1	Non-Response/Unsure	18	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	92	11	11	Not Important	34	4	8
Somewhat Disagree	99	12	14	Somewhat Important	65	8	10
Neither Agree or Disagree	69	8	6	Important	168	20	14
Somewhat Agree	248	29	27	Very Important	404	47	43
Strongly Agree	336	39	41	Critical	168	20	24
Non-Response/Unsure	11	1	1	Non-Response/Unsure	16	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	238	28	21	Not Important	38	4	6
Somewhat Disagree	205	24	25	Somewhat Important	62	7	11
Neither Agree or Disagree	42	5	5	Important	126	15	14
Somewhat Agree	236	28	31	Very Important	423	50	47
Strongly Agree	119	14	17	Critical	182	21	21
Non-Response/Unsure	15	2	1	Non-Response/Unsure	24	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	160	19	15	Not Important	37	4	6
Somewhat Disagree	167	20	21	Somewhat Important	75	9	12
Neither Agree or Disagree	86	10	9	Important	196	23	18
Somewhat Agree	243	28	31	Very Important	394	46	47
Strongly Agree	180	21	22	Critical	128	15	16
Non-Response/Unsure	19	2	2	Non-Response/Unsure	25	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	148	17	15	Not Important	29	3	4
Somewhat Disagree	119	14	16	Somewhat Important	94	11	13
Neither Agree or Disagree	96	11	10	Important	221	26	22
Somewhat Agree	246	29	28	Very Important	366	43	44
Strongly Agree	217	25	29	Critical	105	12	13
Non-Response/Unsure	29	3	2	Non-Response/Unsure	40	5	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	82	10	9	Not Important	39	5	8
Somewhat Disagree	93	11	16	Somewhat Important	82	10	13
Neither Agree or Disagree	73	9	9	Important	242	28	29
Somewhat Agree	280	33	32	Very Important	376	44	39
Strongly Agree	278	33	30	Critical	79	9	8
Non-Response/Unsure	49	6	4	Non-Response/Unsure	37	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

VISION CARE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	71	8	10	Not Important	30	4	5
Somewhat Disagree	78	9	13	Somewhat Important	64	8	11
Neither Agree or Disagree	58	7	7	Important	245	29	30
Somewhat Agree	273	32	29	Very Important	383	45	41
Strongly Agree	334	39	38	Critical	91	11	9
Non-Response/Unsure	41	5	4	Non-Response/Unsure	42	5	4
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

PRESCRIPTION DRUGS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	73	9	8	Not Important	22	3	3
Somewhat Disagree	65	8	12	Somewhat Important	74	9	12
Neither Agree or Disagree	56	7	7	Important	257	30	34
Somewhat Agree	249	29	27	Very Important	377	44	40
Strongly Agree	366	43	42	Critical	87	10	9
Non-Response/Unsure	46	5	4	Non-Response/Unsure	38	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	62	7	6	Not Important	23	3	4
Somewhat Disagree	133	16	18	Somewhat Important	81	10	14
Neither Agree or Disagree	112	13	15	Important	270	32	34
Somewhat Agree	244	29	29	Very Important	365	43	37
Strongly Agree	245	29	27	Critical	76	9	8
Non-Response/Unsure	59	7	4	Non-Response/Unsure	40	5	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

DENTAL CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	47	6	4	Not Important	19	2	4
Somewhat Disagree	86	10	12	Somewhat Important	80	9	12
Neither Agree or Disagree	87	10	13	Important	250	29	32
Somewhat Agree	237	28	29	Very Important	380	44	38
Strongly Agree	349	41	38	Critical	76	9	8
Non-Response/Unsure	49	6	4	Non-Response/Unsure	50	6	5
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	96	11	12	Not Important	22	3	3
Somewhat Disagree	92	11	15	Somewhat Important	77	9	12
Neither Agree or Disagree	62	7	6	Important	244	29	32
Somewhat Agree	204	24	23	Very Important	381	45	40
Strongly Agree	329	39	39	Critical	80	9	9
Non-Response/Unsure	72	8	6	Non-Response/Unsure	51	6	4
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	118	14	15	Not Important	34	4	6
Somewhat Disagree	95	11	12	Somewhat Important	65	8	11
Neither Agree or Disagree	33	4	4	Important	155	18	13
Somewhat Agree	211	25	23	Very Important	441	52	48
Strongly Agree	387	45	46	Critical	139	16	19
Non-Response/Unsure	11	1	1	Non-Response/Unsure	21	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	196	23	17	Not Important	44	5	6
Somewhat Disagree	145	17	18	Somewhat Important	71	8	11
Neither Agree or Disagree	119	14	15	Important	189	22	20
Somewhat Agree	199	23	24	Very Important	381	45	42
Strongly Agree	164	19	22	Critical	146	17	19
Non-Response/Unsure	32	4	3	Non-Response/Unsure	24	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	202	24	18	Not Important	36	4	6
Somewhat Disagree	167	20	20	Somewhat Important	69	8	11
Neither Agree or Disagree	93	11	13	Important	164	19	17
Somewhat Agree	205	24	26	Very Important	384	45	42
Strongly Agree	173	20	22	Critical	182	21	22
Non-Response/Unsure	15	2	2	Non-Response/Unsure	20	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	161	19	17	Not Important	26	3	5
Somewhat Disagree	139	16	17	Somewhat Important	81	10	12
Neither Agree or Disagree	108	13	15	Important	188	22	21
Somewhat Agree	237	28	25	Very Important	387	45	43
Strongly Agree	182	21	22	Critical	151	18	17
Non-Response/Unsure	28	3	4	Non-Response/Unsure	22	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	226	26	20	Not Important	39	5	6
Somewhat Disagree	149	17	19	Somewhat Important	70	8	11
Neither Agree or Disagree	113	13	17	Important	185	22	20
Somewhat Agree	172	20	21	Very Important	345	40	39
Strongly Agree	125	15	15	Critical	193	23	21
Non-Response/Unsure	70	8	8	Non-Response/Unsure	23	3	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	114	13	12	Not Important	31	4	5
Somewhat Disagree	101	12	16	Somewhat Important	78	9	13
Neither Agree or Disagree	51	6	5	Important	190	22	21
Somewhat Agree	258	30	31	Very Important	425	50	46
Strongly Agree	316	37	35	Critical	114	13	14
Non-Response/Unsure	15	2	1	Non-Response/Unsure	17	2	1
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	101	12	11	Not Important	21	3	3
Somewhat Disagree	132	15	16	Somewhat Important	116	14	17
Neither Agree or Disagree	136	16	16	Important	309	36	36
Somewhat Agree	236	28	29	Very Important	333	39	37
Strongly Agree	232	27	27	Critical	53	6	6
Non-Response/Unsure	18	2	2	Non-Response/Unsure	23	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	68	8	10	Not Important	23	3	4
Somewhat Disagree	80	9	11	Somewhat Important	80	9	13
Neither Agree or Disagree	61	7	8	Important	246	29	28
Somewhat Agree	264	31	28	Very Important	398	47	44
Strongly Agree	371	43	41	Critical	87	10	10
Non-Response/Unsure	11	1	2	Non-Response/Unsure	21	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	274	32	23	Not Important	48	6	7
Somewhat Disagree	137	16	20	Somewhat Important	94	11	14
Neither Agree or Disagree	94	11	14	Important	228	27	26
Somewhat Agree	183	21	24	Very Important	348	41	39
Strongly Agree	118	14	14	Critical	117	14	13
Non-Response/Unsure	49	6	5	Non-Response/Unsure	20	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	104	12	11	Not Important	35	4	5
Somewhat Disagree	145	17	20	Somewhat Important	64	8	12
Neither Agree or Disagree	72	8	10	Important	210	25	22
Somewhat Agree	260	30	33	Very Important	397	46	43
Strongly Agree	263	31	25	Critical	131	15	16
Non-Response/Unsure	11	1	1	Non-Response/Unsure	18	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	99	12	9	Not Important	38	4	5
Somewhat Disagree	114	13	15	Somewhat Important	119	14	16
Neither Agree or Disagree	183	21	20	Important	308	36	34
Somewhat Agree	255	30	30	Very Important	298	35	34
Strongly Agree	142	17	20	Critical	64	8	10
Non-Response/Unsure	62	7	6	Non-Response/Unsure	28	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	100	12	9	Not Important	23	3	4
Somewhat Disagree	158	19	16	Somewhat Important	92	11	13
Neither Agree or Disagree	115	14	13	Important	283	33	29
Somewhat Agree	294	34	29	Very Important	343	40	40
Strongly Agree	157	18	30	Critical	94	11	13
Non-Response/Unsure	31	4	3	Non-Response/Unsure	20	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	95	11	8	Not Important	35	4	4
Somewhat Disagree	115	14	13	Somewhat Important	118	14	14
Neither Agree or Disagree	209	24	25	Important	295	35	33
Somewhat Agree	233	27	26	Very Important	320	37	36
Strongly Agree	126	15	21	Critical	59	7	10
Non-Response/Unsure	77	9	8	Non-Response/Unsure	28	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	76	9	10	Not Important	51	6	7
Somewhat Disagree	90	11	14	Somewhat Important	36	4	9
Neither Agree or Disagree	34	4	5	Important	116	14	17
Somewhat Agree	242	28	29	Very Important	395	46	41
Strongly Agree	408	48	40	Critical	241	28	25
Non-Response/Unsure	5	1	1	Non-Response/Unsure	16	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	88	10	12	Not Important	41	5	6
Somewhat Disagree	72	8	12	Somewhat Important	50	6	9
Neither Agree or Disagree	39	5	5	Important	111	13	17
Somewhat Agree	215	25	24	Very Important	406	48	42
Strongly Agree	435	51	47	Critical	228	27	24
Non-Response/Unsure	6	1	1	Non-Response/Unsure	19	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

	Level of Agreement				Level of Importance		
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	106	12	12	Not Important	39	5	7
Somewhat Disagree	110	13	11	Somewhat Important	53	6	9
Neither Agree or Disagree	83	10	10	Important	153	18	17
Somewhat Agree	201	24	19	Very Important	402	47	41
Strongly Agree	322	38	42	Critical	183	21	23
Non-Response/Unsure	33	4	6	Non-Response/Unsure	25	3	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	95	11	15	Not Important	25	3	4
Somewhat Disagree	45	5	7	Somewhat Important	77	9	13
Neither Agree or Disagree	35	4	3	Important	220	26	28
Somewhat Agree	130	15	14	Very Important	390	46	40
Strongly Agree	510	60	56	Critical	127	15	14
Non-Response/Unsure	40	5	5	Non-Response/Unsure	16	2	2
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	150	18	12	Not Important	35	4	5
Somewhat Disagree	161	19	20	Somewhat Important	112	13	16
Neither Agree or Disagree	113	13	15	Important	271	32	33
Somewhat Agree	251	29	31	Very Important	337	39	35
Strongly Agree	176	21	19	Critical	58	7	6
Non-Response/Unsure	4	1	2	Non-Response/Unsure	42	5	5
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	122	14	15	Not Important	63	7	8
Somewhat Disagree	34	4	6	Somewhat Important	79	9	12
Neither Agree or Disagree	56	7	8	Important	142	17	20
Somewhat Agree	92	11	11	Very Important	243	28	28
Strongly Agree	285	33	33	Critical	113	13	10
Non-Response/Unsure	266	31	27	Non-Response/Unsure	215	25	22
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

THE NEXT TEN YEARS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	146	17	16	Not Important	75	9	10
Somewhat Disagree	42	5	6	Somewhat Important	87	10	12
Neither Agree or Disagree	63	7	9	Important	145	17	21
Somewhat Agree	76	9	11	Very Important	244	29	29
Strongly Agree	290	34	33	Critical	131	15	12
Non-Response/Unsure	238	28	26	Non-Response/Unsure	173	20	17
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	153	18	15	Not Important	72	8	9
Somewhat Disagree	100	12	14	Somewhat Important	90	11	13
Neither Agree or Disagree	128	15	16	Important	181	21	23
Somewhat Agree	194	23	22	Very Important	349	41	39
Strongly Agree	211	25	27	Critical	119	14	12
Non-Response/Unsure	69	8	7	Non-Response/Unsure	44	5	4
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	183	21	18	Not Important	39	5	6
Somewhat Disagree	92	11	14	Somewhat Important	107	13	15
Neither Agree or Disagree	101	12	13	Important	220	26	29
Somewhat Agree	144	17	17	Very Important	360	42	37
Strongly Agree	272	32	29	Critical	96	11	9
Non-Response/Unsure	63	7	10	Non-Response/Unsure	33	4	4
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	213	25	19	Not Important	41	5	7
Somewhat Disagree	165	19	21	Somewhat Important	84	10	12
Neither Agree or Disagree	124	15	15	Important	173	20	19
Somewhat Agree	190	22	25	Very Important	365	43	41
Strongly Agree	110	13	14	Critical	153	18	19
Non-Response/Unsure	53	6	7	Non-Response/Unsure	39	5	4
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	120	14	14	Not Important	26	3	4
Somewhat Disagree	75	9	9	Somewhat Important	72	8	12
Neither Agree or Disagree	40	5	4	Important	174	20	22
Somewhat Agree	221	26	19	Very Important	446	52	47
Strongly Agree	381	45	53	Critical	110	13	13
Non-Response/Unsure	18	2	2	Non-Response/Unsure	27	3	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	77	9	15	Not Important	39	5	7
Somewhat Disagree	33	4	4	Somewhat Important	49	6	10
Neither Agree or Disagree	9	1	2	Important	115	14	13
Somewhat Agree	101	12	9	Very Important	451	53	48
Strongly Agree	623	73	69	Critical	171	20	20
Non-Response/Unsure	12	1	1	Non-Response/Unsure	30	4	3
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	136	16	12	Not Important	27	3	5
Somewhat Disagree	113	13	15	Somewhat Important	84	10	13
Neither Agree or Disagree	128	15	16	Important	204	24	25
Somewhat Agree	206	24	25	Very Important	400	47	42
Strongly Agree	192	23	21	Critical	108	13	12
Non-Response/Unsure	80	9	11	Non-Response/Unsure	32	4	4
TOTAL	**855**	**100**	**100**	**TOTAL**	**855**	**100**	**100**

Other Organizations

Results for the organizations in the "Other Organizations" category are slightly lower than the overall employee survey results for the Government of Nova Scotia.

What are the shared strengths between these organizations and government?

Shared strengths include, as examples, teamwork, employee involvement, and safety.

What are the shared opportunities for improvement between these organizations and government?

Shared opportunities for improvement include, as examples, workplace ethics, compensation, department leadership, diversity, retention, and merit.

Further details regarding overall results for organizations in this category are available, outlining a summary of strengths and improvement areas for the organizations, the frequency of responses received for each question in the survey, and results sorted by demographic information.

Strengths to Build Upon

Teamwork	☐ 61% of employees feel that coworkers make an effort to help each other
Employee Involvement	☐ 61% of employees feel that their supervisor considers their work-related idea
Communications	☐ 60% of employees know how their work contributes to the department's priorities/purpose ☐ 60% of employees know where to get information within the Government of Nova Scotia in order to do their job well
Leadership	☐ 61% of employees feel that they can talk openly with their supervisor about their work
Safety and Security	☐ 63% of employees feel safe working in their jobs
Others	☐ 60% of employees feel that they have access to job postings within the Government of Nova Scotia ☐ 68% of employees feel that they have the required qualifications to meet the needs of their job

Opportunities for Improvement

Ethics	☐ 46% of employees feel that they can report work-related ethical concerns or conflicts without fear of reprisal
Compensation/Recognition	☐ 47% of employees feel that they are compensated (salary and benefits) fairly for their job
Diversity	☐ 46% of employees feel that the Government of Nova Scotia demonstrates its commitment to diversity in the workplace ☐ 45% of employees feel that their department values diversity
Quality of Work Life	☐ 46% of employees feel that they are provided with support to balance their work and family life
Leadership	☐ 47% of employees feel that their supervisor manages conflict in their workgroup ☐ 42% of employees feel that senior management will try to resolve issues raised by employees in this survey
Retention	☐ 41% of employees intend to stay with the Government of Nova Scotia for the next 5 years ☐ 36% of employees intend to stay with the Government of Nova Scotia for the next 10 years ☐ 43% of employees see a future for their career, working for the Government of Nova Scotia ☐ 42% of employees would stay with the Government of Nova Scotia, even if offered a job with slightly higher pay elsewhere in their community
Communications	☐ 49% of employees feel that their supervisor gives them feedback about their work performance ☐ 43% of employees participate in an annual performance appraisal/review with their supervisor ☐ 49% of employees feel work-related information is shared within their department
Personal Growth	☐ 37% of employees feel that they have opportunities for career advancement within the Government of Nova Scotia
Other	☐ 37% of employees feel that hiring in the Government of Nova Scotia is based on merit

Results by Demographics

TEAMWORK

Gender

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.0	45.7	45.2	49.5	43.0	45.2
Female	69.3	27.3	64.9	31.1	60.5	29.9

Job Level

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	62.2	33.1	58.3	38.6	49.6	37.8
Supervisory	59.4	37.5	56.3	40.6	56.7	33.3
Management	62.2	35.4	58.0	37.0	59.8	34.1

Years of Age

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	45.5	45.5	54.4	36.4	45.5
30 - 39	42.4	52.9	37.6	56.5	41.7	45.2
40 - 49	84.5	12.7	81.4	17.1	70.4	25.4
50 - 54	56.8	36.4	53.5	37.2	50.0	38.1
55 and over	75.0	25.0	66.7	30.3	60.6	27.3

Years of Experience

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	58.8	41.2	50.0	50.0	37.5	56.3
2 - 5 years	64.5	35.5	54.8	41.9	54.8	32.3
6 - 10 years	60.5	32.6	55.8	32.6	55.8	30.2
11 - 20 years	66.3	30.1	64.3	32.1	60.2	37.3
> 20 years	58.0	37.7	52.9	44.1	48.5	33.8

Pay Plan

	Q1		Q2		Q3	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	65.9	34.1	59.1	40.9	46.5	44.2
TE - Technical	54.5	45.5	54.5	45.5	45.5	27.3
CR - Clerical	69.7	30.3	66.7	33.3	63.6	24.2
AS - Administrative Support	73.7	21.1	73.7	23.7	57.9	31.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	56.3	38.4	51.4	41.4	54.1	37.8
Other (see survey for list)	40.0	40.0	0.0	60.0	40.0	40.0

EMPLOYEE INVOLVEMENT

Gender

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	49.5	47.3	52.2	44.6	48.4	43.0
Female	62.7	31.3	66.7	28.0	53.7	38.3

Job Level

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	53.1	43.0	61.7	35.2	45.7	44.9
Supervisory	59.4	34.4	53.1	37.5	53.1	40.6
Management	65.9	30.5	64.2	32.1	62.2	32.9

Years of Age

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	54.5	63.6	36.4	54.5	45.5
30 - 39	44.7	51.8	38.8	55.3	41.2	49.4
40 - 49	73.2	22.5	83.1	12.7	59.2	33.8
50 - 54	56.8	38.6	61.4	34.1	54.5	40.9
55 and over	63.6	24.2	71.9	25.0	59.4	25.0

Years of Experience

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	52.9	47.1	58.8	41.2	58.8	41.2
2 - 5 years	64.5	25.8	61.3	29.0	71.0	19.4
6 - 10 years	58.1	37.2	51.2	41.9	53.5	39.5
11 - 20 years	57.1	39.3	65.1	30.1	48.8	40.5
> 20 years	56.5	37.7	63.8	34.8	44.1	48.5

Pay Plan

	Q4		Q5		Q6	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	51.1	42.2	55.6	37.8	55.6	35.6
TE - Technical	45.5	54.5	45.5	45.5	45.5	45.5
CR - Clerical	69.7	27.3	69.7	30.3	53.1	37.5
AS - Administrative Support	60.5	28.9	68.4	23.7	47.4	39.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	50.8	37.5	60.4	26.0	52.7	42.0
Other (see survey for list)	0.0	80.0	60.0	40.0	40.0	40.0

COMMUNICATIONS

Gender

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	44.4	48.9	52.2	42.4	54.3	39.1	42.4	48.9	41.2	47.1	43.0	48.4	47.3	39.6
Female	59.1	36.2	64.7	27.3	60.9	33.8	55.4	37.8	51.8	39.0	54.1	39.2	70.7	24.7

Job Level

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.0	44.5	60.5	31.0	56.3	36.7	48.4	44.4	40.2	47.0	46.8	42.9	62.2	28.3
Supervisory	51.7	41.4	56.3	34.4	56.3	37.5	43.8	43.8	46.9	43.8	50.0	46.9	59.4	37.5
Management	59.3	35.8	60.5	35.8	62.2	34.1	56.8	37.0	57.9	35.5	53.7	41.5	61.7	30.9

Years of Age

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	63.6	36.4	45.5	45.5	27.3	54.5	63.6	36.4	62.5	37.5	36.4	54.5	54.5	36.4
30 - 39	36.1	56.6	36.0	55.8	46.5	45.3	38.8	51.8	40.5	53.2	36.9	53.6	38.1	53.6
40 - 49	74.6	23.9	82.9	8.6	71.8	25.4	60.0	32.9	58.6	35.7	64.8	31.0	87.1	8.6
50 - 54	45.5	40.9	70.5	27.3	58.1	37.2	50.0	47.7	42.5	42.5	53.5	41.9	63.6	27.3
55 and over	61.3	38.7	65.6	28.1	72.7	24.2	58.1	29.0	43.3	30.0	51.5	36.4	69.7	18.2

Years of Experience

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	47.1	47.1	52.9	41.2	52.9	47.1	35.3	47.1	50.0	37.5	50.0	43.8	64.7	35.3
2 - 5 years	67.7	32.3	58.1	32.3	67.7	22.6	60.0	33.3	65.5	34.5	54.8	35.5	60.0	26.7
6 - 10 years	57.1	40.5	53.5	37.2	41.9	46.5	57.1	35.7	42.9	42.9	57.1	33.3	46.5	46.5
11 - 20 years	54.8	39.3	63.1	31.0	64.7	32.9	51.8	42.2	51.9	40.7	50.6	42.4	69.0	23.8
> 20 years	45.5	45.5	63.2	30.9	58.8	35.3	44.9	47.8	37.3	47.8	42.6	51.5	63.2	27.9

Pay Plan

	Q7		Q8		Q9		Q10		Q11		Q12		Q13	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	56.8	38.6	55.6	33.3	66.7	28.9	44.4	46.7	32.4	51.4	50.0	38.6	47.7	47.7
TE - Technical	36.4	54.5	54.5	45.5	63.6	27.3	54.5	45.5	20.0	70.0	45.5	54.5	60.0	30.0
CR - Clerical	57.6	36.4	63.6	21.2	62.5	31.3	46.9	46.9	43.8	46.9	50.0	43.8	69.7	18.2
AS - Administrative Support	47.4	44.7	64.1	30.8	53.8	38.5	51.4	40.5	33.3	47.2	52.6	34.2	76.9	17.9
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	56.9	38.5	60.4	36.0	57.1	38.4	54.1	37.8	61.7	33.6	50.0	44.6	61.3	30.6
Other (see survey for list)	20.0	80.0	50.0	25.0	20.0	60.0	40.0	60.0	40.0	40.0	40.0	60.0	40.0	40.0

ETHICS

Gender

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	44.6	43.5	43.3	40.0
Female	55.0	35.6	51.1	32.6

Job Level

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.8	37.5	47.5	32.0
Supervisory	46.9	34.4	43.3	33.3
Management	53.8	41.3	50.0	41.0

Years of Age

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	30.0	40.0	66.7	33.3
30 - 39	43.0	43.0	46.9	39.5
40 - 49	61.4	31.4	50.0	32.4
50 - 54	48.8	48.8	35.7	45.2
55 and over	60.6	27.3	56.3	18.8

Years Experience

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	52.9	35.3	50.0	28.6
2 - 5 years	61.3	29.0	70.0	23.3
6 - 10 years	43.9	39.0	57.9	28.9
11 - 20 years	54.8	36.9	51.8	34.9
> 20 years	46.4	44.9	26.9	46.3

Pay Plan

	Q14		Q15	
	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	51.1	31.1	46.5	25.6
TE - Technical	54.5	27.3	54.5	36.4
CR - Clerical	59.4	31.3	40.0	36.7
AS - Administrative Support	56.4	35.9	50.0	34.2
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	47.3	45.5	49.5	39.0
Other (see survey for list)	40.0	40.0	40.0	40.0

QUALITY OF WORK LIFE

Gender

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	35.5	46.2	46.2	45.2	46.2	48.4
Female	52.7	35.3	62.7	31.3	63.6	31.1

Job Level

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	50.4	38.8	57.8	35.9	62.8	32.6
Supervisory	34.4	46.9	65.6	31.3	50.0	40.6
Management	43.2	38.3	51.2	40.2	50.0	45.1

Years of Age

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	27.3	63.6	72.7	27.3	45.5	54.5
30 - 39	38.4	48.8	40.7	47.7	38.4	55.8
40 - 49	61.4	27.1	70.4	25.4	78.9	15.5
50 - 54	40.9	43.2	55.8	41.9	59.1	36.4
55 and over	48.5	27.3	63.6	27.3	60.6	33.3

Years of Experience

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	35.3	47.1	58.8	41.2	52.9	47.1
2 - 5 years	64.5	29.0	64.5	25.8	64.5	32.3
6 - 10 years	44.2	37.2	44.2	41.9	46.5	48.8
11 - 20 years	51.8	36.5	63.5	29.4	61.2	34.1
> 20 years	35.3	47.1	51.5	45.6	56.5	34.8

Pay Plan

	Q16		Q17		Q18	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	55.6	37.8	53.3	37.8	51.1	44.4
TE - Technical	27.3	45.5	54.5	45.5	45.5	54.5
CR - Clerical	48.5	39.4	63.6	30.3	63.6	27.3
AS - Administrative Support	53.8	28.2	63.2	28.9	76.9	17.9
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	42.3	42.3	55.4	38.4	51.8	43.8
Other (see survey for list)	20.0	60.0	20.0	60.0	60.0	20.0

COMPENSATION / RECOGNITION

Gender

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	54.2	50.5	47.3	46.2	43.3	41.1
Female	44.9	41.8	53.9	36.8	63.3	30.0

Job Level

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	46.9	49.2	46.5	43.3	55.6	34.1
Supervisory	50.0	44.1	50.0	44.1	50.0	41.2
Management	46.3	40.2	59.3	34.6	59.5	30.4

Years of Age

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	63.6	27.3	45.5	45.5	54.5	45.5
30 - 39	45.9	48.2	36.9	46.4	49.4	37.6
40 - 49	55.6	40.3	61.1	33.3	66.7	27.5
50 - 54	38.6	47.7	54.5	43.2	50.0	43.2
55 and over	41.2	50.0	66.7	33.3	59.4	21.9

Years of Experience

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	58.8	35.3	52.9	47.1	52.9	41.2
2 - 5 years	54.8	41.9	66.7	26.7	67.7	25.8
6 - 10 years	52.4	38.1	47.6	35.7	69.0	23.8
11 - 20 years	50.6	46.0	50.6	40.2	53.0	34.9
> 20 years	34.8	52.2	48.5	47.1	47.1	41.2

Pay Plan

	Q19		Q20		Q21	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	44.4	51.1	54.5	40.9	57.8	33.3
TE - Technical	81.8	18.2	45.5	36.4	45.5	45.5
CR - Clerical	48.5	45.5	42.4	51.5	51.5	42.4
AS - Administrative Support	43.6	51.3	59.0	28.2	65.8	28.9
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	46.9	42.5	50.9	41.1	55.0	33.0
Other (see survey for list)	40.0	60.0	60.0	40.0	40.0	20.0

BENEFITS

Gender

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	51.1	43.2	53.3	40.0	53.3	40.0	48.4	29.7	62.6	20.9	43.8	47.2
Female	63.3	25.3	64.7	24.0	70.0	20.7	53.3	28.0	60.5	20.4	63.9	29.9

Job Level

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	62.1	27.4	61.9	29.4	65.9	27.0	49.6	29.1	59.2	25.6	58.7	33.3
Supervisory	51.5	42.4	54.5	33.3	57.6	30.3	57.6	24.2	62.5	18.6	54.5	39.4
Management	56.8	34.6	60.5	29.6	63.0	28.4	52.4	25.6	64.6	13.4	53.2	40.3

Years of Age

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	27.3	63.6	27.3	63.6	27.3	45.5	36.4	45.5	45.5	81.8	18.2
30 - 39	37.8	47.6	34.9	50.6	39.8	48.2	30.6	30.6	41.0	21.7	33.3	56.0
40 - 49	75.0	18.1	77.8	12.5	81.9	12.5	67.6	19.7	73.2	16.9	72.5	24.6
50 - 54	68.3	26.8	71.4	23.8	71.4	21.4	62.8	25.6	72.1	18.6	68.3	26.8
55 and over	69.7	30.3	72.7	24.2	75.8	18.2	59.4	34.4	80.6	19.4	59.4	28.1

Years Experience

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	43.8	25.0	62.5	18.8	75.0	12.5	47.1	29.4	58.8	29.4	70.6	29.4
2 - 5 years	62.1	24.1	60.7	25.0	57.1	28.6	50.0	26.7	56.7	20.0	53.3	40.0
6 - 10 years	34.1	51.2	38.1	47.6	42.9	45.2	28.6	35.7	51.2	22.0	40.5	50.0
11 - 20 years	63.5	30.6	62.8	30.2	64.0	29.1	51.2	28.6	57.3	23.2	58.3	36.9
> 20 years	70.6	26.5	71.0	23.2	76.8	18.8	68.1	20.3	75.4	14.5	62.5	26.6

Pay Plan

	Q22a		Q22b		Q22c		Q22d		Q22e		Q23	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	56.8	34.1	59.1	31.8	63.6	29.5	50.0	34.1	61.4	20.5	43.2	45.5
TE - Technical	50.0	40.0	45.5	45.5	45.5	45.5	36.4	45.5	36.4	54.5	36.4	54.5
CR - Clerical	66.7	24.2	57.6	27.3	69.7	18.2	59.4	21.9	59.4	21.9	71.9	21.9
AS - Administrative Support	71.1	18.4	73.7	21.1	76.3	21.1	61.5	20.5	70.3	18.9	76.3	18.4
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	54.5	36.4	59.1	30.9	60.0	30.0	48.2	26.8	61.3	17.1	51.4	42.1
Other (see survey for list)	50.0	50.0	60.0	40.0	60.0	40.0	50.0	25.0	75.0	25.0	80.0	20.0

LEADERSHIP

Gender

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.0	40.2	48.4	35.2	50.0	44.4	46.6	34.1	44.8	39.1
Female	67.3	30.1	57.2	30.9	60.5	31.6	49.3	33.1	44.4	39.4

Job Level

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	60.5	34.1	51.2	34.6	53.5	36.2	50.0	32.5	40.8	38.3
Supervisory	58.8	38.2	51.5	36.4	57.6	42.4	53.1	28.1	48.4	38.7
Management	63.0	30.9	59.8	26.8	61.7	33.3	45.5	36.4	50.0	39.7

Years of Age

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	45.5	45.5	54.5	45.5	45.5	80.0	20.0	44.4	55.6
30 - 39	43.0	52.3	43.4	39.8	48.2	43.4	42.7	37.8	43.0	36.7
40 - 49	77.8	18.1	63.9	22.2	68.1	26.4	52.9	30.0	47.1	38.6
50 - 54	59.1	34.1	52.3	34.1	50.0	43.2	40.9	40.9	36.6	48.6
55 and over	75.8	15.2	64.7	26.5	66.7	27.3	54.8	22.6	54.8	29.0

Years of Experience

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	52.9	47.1	47.1	41.2	64.7	29.4	53.3	26.7	50.0	31.3
2 - 5 years	64.5	32.3	56.7	26.7	66.7	26.7	70.0	23.3	59.3	22.2
6 - 10 years	53.5	39.5	51.2	34.1	51.2	36.6	48.7	28.2	53.8	33.3
11 - 20 years	64.0	30.2	58.6	28.7	62.8	31.4	45.2	33.3	45.8	39.8
> 20 years	62.3	31.9	50.7	36.2	46.4	47.8	42.0	42.0	30.8	50.8

Pay Plan

	Q24		Q25		Q26		Q27		Q28	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	56.5	34.8	53.3	31.1	62.2	26.7	46.7	33.3	40.9	31.8
TE - Technical	54.5	45.5	50.0	50.0	60.0	40.0	54.5	9.1	57.1	42.9
CR - Clerical	72.7	24.2	56.3	31.3	59.4	37.5	62.5	31.3	48.4	29.0
AS - Administrative Support	69.2	28.2	56.4	25.6	56.4	33.3	41.0	38.5	43.6	41.0
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	58.0	37.5	54.9	32.7	55.4	38.4	49.5	32.4	46.2	42.5
Other (see survey for list)	40.0	20.0	20.0	60.0	20.0	80.0	0.0	80.0	0.0	0.0

PERSONAL GROWTH

Gender

	Q29		Q30		Q31		Q32		Q33	
	66.7	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	50.5	42.9	44.0	39.6	42.4	42.4	37.1	47.2	41.9	38.7
Female	66.0	30.0	58.4	28.2	64.2	23.2	39.2	51.4	58.6	34.2

Job Level

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	58.7	36.5	50.0	33.9	58.3	29.1	36.0	52.0	52.3	38.3
Supervisory	69.7	27.3	61.8	32.4	52.9	32.4	35.3	52.9	50.0	32.4
Management	59.3	35.8	54.3	30.9	55.6	30.9	44.2	45.5	53.7	34.1

Years of Age

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	45.5	45.5	45.5	45.5	45.5	30.0	60.0	45.5	27.3
30 - 39	41.7	54.8	45.1	41.5	39.3	52.4	50.6	37.3	44.7	48.2
40 - 49	84.3	12.9	68.1	16.7	80.3	5.6	33.3	58.0	62.5	26.4
50 - 54	58.1	37.2	44.2	41.9	54.5	34.1	23.3	69.8	50.0	43.2
55 and over	64.7	23.5	54.5	27.3	52.9	17.6	39.4	36.4	55.9	17.6

Years of Experience

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	42.9	42.9	41.2	47.1	37.5	31.3	37.5	50.0	56.3	31.3
2 - 5 years	67.7	29.0	61.3	22.6	61.3	32.3	57.1	21.4	61.3	32.3
6 - 10 years	55.8	41.9	47.6	28.6	51.2	37.2	44.2	46.5	48.8	39.5
11 - 20 years	61.6	34.9	63.1	25.0	63.5	24.7	36.1	53.0	56.3	33.3
> 20 years	61.8	30.9	43.3	44.8	52.2	31.9	29.4	60.3	44.9	39.1

Pay Plan

	Q29		Q30		Q31		Q32		Q33	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	58.1	39.5	65.2	19.6	53.3	28.9	41.3	39.1	48.9	37.8
TE - Technical	60.0	40.0	60.0	40.0	40.0	50.0	20.0	50.0	54.5	36.4
CR - Clerical	66.7	30.3	53.1	28.1	75.8	12.1	33.3	57.6	63.6	27.3
AS - Administrative Support	69.2	25.6	45.9	35.1	64.1	20.5	42.1	50.0	56.4	38.5
MCP - Management compensation Plan; Employees Excluded From Bargaining Unit	58.4	35.4	52.3	35.1	51.8	36.6	39.6	51.9	51.3	35.4
Other (see survey for list)	0.0	75.0	0.0	80.0	20.0	60.0	20.0	60.0	0.0	60.0

DIVERSITY

Gender

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	40.4	29.2	48.4	37.4	32.2	28.9
Female	52.7	28.1	61.5	28.4	55.5	22.6

Job Level

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	48.8	24.8	60.8	27.2	49.6	21.1
Supervisory	53.1	21.9	45.5	48.5	51.6	22.6
Management	44.4	37.0	53.8	32.5	39.5	32.1

Years of Age

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	60.0	20.0	54.5	36.4	50.0	40.0
30 - 39	35.8	35.8	34.1	50.0	34.1	32.9
40 - 49	63.2	19.1	80.0	12.9	62.7	17.9
50 - 54	38.6	29.5	55.8	27.9	40.9	22.7
55 and over	57.6	30.3	64.7	29.4	52.9	17.6

Years of Experience

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	62.5	25.0	60.0	33.3	52.9	35.3
2 - 5 years	60.0	20.0	66.7	20.0	55.2	20.7
6 - 10 years	28.9	31.6	56.1	26.8	41.0	17.9
11 - 20 years	54.8	26.2	55.3	34.1	53.6	23.8
> 20 years	42.6	33.8	53.6	36.2	36.8	29.4

Pay Plan

	Q34		Q35		Q36	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	50.0	31.8	61.4	27.3	51.2	23.3
TE - Technical	40.0	20.0	45.5	45.5	30.0	30.0
CR - Clerical	56.7	26.7	61.3	29.0	56.7	16.7
AS - Administrative Support	57.9	15.8	64.1	25.6	61.5	20.5
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	42.2	33.9	51.8	35.5	38.2	30.0
Other (see survey for list)	60.0	0.0	60.0	20.0	60.0	0.0

SAFETY / SECURITY

Gender

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	45.7	45.7	54.3	41.3	54.5	38.6	54.1	42.4
Female	66.9	28.5	68.4	28.9	65.7	25.2	66.0	29.9

Job Level

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	59.1	32.3	63.0	33.9	61.3	30.3	64.5	29.8
Supervisory	52.9	41.2	55.9	32.4	64.5	22.6	64.5	32.3
Management	60.5	37.0	65.9	34.1	61.3	32.5	55.3	43.4

Years of Age

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	54.5	45.5	54.5	45.5	60.0	40.0	72.7	27.3
30 - 39	36.5	56.5	37.2	59.3	39.8	50.6	45.7	49.4
40 - 49	81.7	16.9	90.0	8.6	84.6	6.2	76.8	20.3
50 - 54	55.8	30.2	65.9	31.8	58.5	31.7	56.4	38.5
55 and over	73.5	20.6	73.5	17.6	75.8	21.2	73.3	23.3

Years of Experience

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	50.0	37.5	52.9	47.1	53.3	33.3	46.7	46.7
2 - 5 years	56.7	40.0	58.1	41.9	72.4	24.1	79.3	17.2
6 - 10 years	46.5	41.9	50.0	40.5	56.1	31.7	65.0	30.0
11 - 20 years	62.8	33.7	69.6	29.1	61.0	31.7	59.0	36.1
> 20 years	65.2	29.0	68.6	27.5	63.1	29.2	58.7	39.7

Pay Plan

	Q37		Q38		Q39		Q40	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	53.3	37.8	52.2	45.7	60.5	25.6	62.5	32.5
TE - Technical	27.3	45.5	40.0	40.0	45.5	36.4	50.0	40.0
CR - Clerical	71.9	28.1	71.9	21.9	69.0	27.6	66.7	30.0
AS - Administrative Support	69.2	20.5	69.2	25.6	70.3	24.3	70.3	21.6
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	57.1	40.2	64.6	35.4	58.9	34.6	59.3	38.9
Other (see survey for list)	60.0	20.0	80.0	0.0	60.0	20.0	40.0	60.0

RETENTION

Gender

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	34.4	48.4	34.9	49.4	32.9	55.2	27.9	53.5	38.2	38.2
Female	62.7	24.0	65.2	27.7	60.0	28.2	56.2	30.8	53.0	29.5

Job Level

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	57.8	28.9	57.1	34.7	52.1	39.5	46.8	35.5	48.2	29.5
Supervisory	48.5	30.3	48.5	36.4	48.1	33.3	43.8	43.8	53.1	28.1
Management	43.2	42.0	45.3	40.6	43.8	40.6	43.4	43.4	42.9	39.0

Years of Age

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	45.5	50.0	30.0	75.0	25.0	54.5	36.4	50.0	30.0
30 - 39	48.2	35.3	35.2	56.3	39.5	48.7	38.1	51.2	45.0	31.3
40 - 49	58.6	28.6	80.4	11.8	74.5	18.2	59.4	27.5	55.6	33.3
50 - 54	50.0	34.1	52.8	33.3	35.7	46.5	46.3	36.6	41.0	35.9
55 and over	50.0	32.4	42.9	39.3	20.0	55.0	28.6	35.7	40.0	33.3

Years of Experience

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	64.7	23.5	50.0	35.7	66.7	33.3	52.9	41.2	43.8	31.3
2 - 5 years	64.5	22.6	50.0	38.5	44.0	22.0	58.1	29.0	62.1	31.0
6 - 10 years	48.8	34.9	50.0	40.6	52.9	38.2	47.4	34.2	44.4	27.8
11 - 20 years	52.3	31.4	54.4	36.8	51.3	36.5	49.4	41.0	49.4	29.1
> 20 years	43.3	41.8	51.8	33.9	38.1	50.0	31.3	43.8	38.7	41.9

Pay Plan

	Q41		Q42a		Q42b		Q43		Q46	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	51.1	26.7	36.1	47.2	44.1	38.3	38.6	38.6	43.9	26.8
TE - Technical	54.5	36.4	40.0	50.0	20.0	80.0	20.0	60.0	36.4	18.2
CR - Clerical	65.6	21.9	60.0	32.0	60.8	26.0	60.0	23.3	53.3	23.3
AS - Administrative Support	69.2	20.5	73.1	19.2	66.6	22.2	55.3	23.7	62.9	25.7
MCP - Management Compensation Plan; Employees Excluded From Bargaining Unit	42.9	42.0	51.6	36.8	46.7	41.2	43.9	45.8	42.7	40.8
Other (see survey for list)	20.0	60.0	50.0	50.0	0.0	100.0	25.0	75.0	0.0	100.0

OTHER QUESTIONS

Gender

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Male	37.4	49.5	46.7	44.6	57.0	43.0	38.2	42.7
Female	41.4	43.6	68.4	28.9	73.2	23.5	65.2	28.1

Job Level

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
Staff	35.3	45.4	63.3	35.9	66.7	30.2	56.0	31.0
Supervisory	46.9	40.6	55.9	41.2	67.6	32.4	55.2	31.0
Management	42.5	50.0	56.8	30.9	68.3	31.7	51.3	39.7

Years of Age

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
29 and under	45.5	45.5	63.6	36.4	54.5	45.5	62.5	25.0
30 - 39	45.7	42.0	38.8	55.3	38.4	58.1	40.5	49.4
40 - 49	40.6	45.3	84.5	9.9	94.4	4.2	68.2	22.7
50 - 54	30.2	55.8	54.5	40.9	72.7	27.3	48.8	31.7
55 and over	33.3	45.5	70.6	26.5	79.4	17.6	67.7	22.6

Years of Experience

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
< 2 years	52.9	41.2	58.8	41.2	52.9	47.1	58.3	33.3
2 - 5 years	57.1	35.7	56.7	33.3	64.5	35.5	66.7	33.3
6 - 10 years	47.5	40.0	60.5	39.5	53.5	41.9	51.3	33.3
11 - 20 years	35.8	48.1	63.2	32.2	73.6	24.1	54.8	32.1
> 20 years	28.8	53.0	58.8	33.8	72.5	26.1	50.8	36.5

Pay Plan

	Q44		Q45		Q47		Q48	
	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %	Fav. %	Unfav. %
PR - Professional	52.3	34.1	56.5	37.0	60.9	37.0	57.1	33.3
TE - Technical	36.4	36.4	45.5	54.5	45.5	54.5	33.3	44.4
CR - Clerical	28.6	42.9	78.8	21.2	75.8	21.2	65.5	24.1
AS - Administrative Support	34.3	45.7	71.8	28.2	79.5	17.9	68.6	20.0
MCP - Management CompensationPlan; Employees Excluded From Bargaining Unit	40.9	50.9	55.0	36.9	65.5	33.6	48.6	41.0
Other (see survey for list)	0.0	100.0	40.0	60.0	60.0	20.0	40.0	20.0

Results by Question

TEAMWORK

Q1: THE PEOPLE I WORK WITH MAKE AN EFFORT TO HELP EACH OTHER OUT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	17	12	Not Important	36	15	6
Somewhat Disagree	41	17	13	Somewhat Important	32	13	12
Neither Agree or Disagree	9	4	2	Important	34	14	14
Somewhat Agree	48	19	25	Very Important	104	42	45
Strongly Agree	103	42	47	Critical	38	15	21
Non-Response/Unsure	4	2	1	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q2: THE PEOPLE I WORK WITH WORK AS A TEAM

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	15	11	Not Important	35	14	7
Somewhat Disagree	55	22	16	Somewhat Important	35	14	12
Neither Agree or Disagree	11	5	4	Important	34	14	15
Somewhat Agree	56	23	30	Very Important	87	35	41
Strongly Agree	83	34	37	Critical	51	21	22
Non-Response/Unsure	5	2	2	Non-Response/Unsure	5	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q3: SHARED GOALS ARE DEVELOPED FOR MY WORKGROUP

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	14	12	Not Important	20	8	5
Somewhat Disagree	51	21	17	Somewhat Important	54	22	17
Neither Agree or Disagree	25	10	13	Important	58	24	27
Somewhat Agree	63	26	32	Very Important	80	32	34
Strongly Agree	67	27	23	Critical	28	11	12
Non-Response/Unsure	6	2	5	Non-Response/Unsure	7	3	5
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

EMPLOYEE INVOLVEMENT

Q4: I AM GIVEN AN OPPORTUNITY TO PROVIDE INPUT ON DECISIONS THAT AFFECT MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	43	17	14	Not Important	26	11	5
Somewhat Disagree	48	19	17	Somewhat Important	41	17	13
Neither Agree or Disagree	12	5	6	Important	45	18	21
Somewhat Agree	60	24	34	Very Important	96	39	44
Strongly Agree	81	33	28	Critical	35	14	14
Non-Response/Unsure	3	1	1	Non-Response/Unsure	4	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q5: MY SUPERVISOR CONSIDERS MY WORK-RELATED IDEAS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	53	22	14	Not Important	29	12	4
Somewhat Disagree	30	12	13	Somewhat Important	40	16	14
Neither Agree or Disagree	11	5	6	Important	47	19	23
Somewhat Agree	51	21	29	Very Important	103	42	45
Strongly Agree	98	40	36	Critical	22	9	11
Non-Response/Unsure	4	2	2	Non-Response/Unsure	6	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q6: I CAN PROVIDE INPUT INTO DECISIONS THAT ARE MADE IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	18	17	Not Important	20	8	4
Somewhat Disagree	52	21	19	Somewhat Important	51	21	17
Neither Agree or Disagree	20	8	11	Important	66	27	32
Somewhat Agree	54	22	30	Very Important	87	35	35
Strongly Agree	72	29	21	Critical	17	7	9
Non-Response/Unsure	4	2	2	Non-Response/Unsure	6	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

COMMUNICATIONS

Q7: I RECEIVED COMMUNICATIONS ABOUT OUR DEPARTMENT'S BUSINESS PLAN IN THE PAST 12 MONTHS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	66	27	22	Not Important	23	9	6
Somewhat Disagree	32	13	13	Somewhat Important	51	21	22
Neither Agree or Disagree	13	5	10	Important	74	30	36
Somewhat Agree	47	19	21	Very Important	68	28	27
Strongly Agree	82	33	28	Critical	28	11	7
Non-Response/Unsure	7	3	7	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q8: I KNOW HOW MY WORK CONTRIBUTES TO OUR DEPARTMENT'S PRIORITIES/PURPOSE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	15	12	Not Important	27	11	5
Somewhat Disagree	43	17	13	Somewhat Important	39	16	16
Neither Agree or Disagree	17	7	8	Important	64	26	32
Somewhat Agree	41	17	27	Very Important	89	36	36
Strongly Agree	105	43	38	Critical	25	10	10
Non-Response/Unsure	4	2	3	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q9: I RECEIVE THE COMMUNICATIONS I NEED IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	18	7	10	Not Important	35	14	7
Somewhat Disagree	69	28	21	Somewhat Important	42	17	11
Neither Agree or Disagree	14	6	8	Important	41	17	21
Somewhat Agree	89	36	36	Very Important	86	35	39
Strongly Agree	54	22	24	Critical	40	16	19
Non-Response/Unsure	3	1	2	Non-Response/Unsure	3	1	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q10: MY SUPERVISOR GIVES ME FEEDBACK ABOUT MY WORK PERFORMANCE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	16	15	Not Important	33	13	6
Somewhat Disagree	62	25	17	Somewhat Important	38	15	13
Neither Agree or Disagree	18	7	8	Important	46	19	22
Somewhat Agree	60	24	27	Very Important	88	36	41
Strongly Agree	62	25	32	Critical	37	15	15
Non-Response/Unsure	6	2	2	Non-Response/Unsure	5	2	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q11: I PARTICIPATE IN AN ANNUAL PERFORMANCE APPRAISAL/REVIEW WITH MY SUPERVISOR

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	72	29	25	Not Important	32	13	8
Somewhat Disagree	24	10	11	Somewhat Important	45	18	16
Neither Agree or Disagree	23	9	8	Important	46	19	23
Somewhat Agree	33	13	15	Very Important	82	33	36
Strongly Agree	75	30	38	Critical	37	15	14
Non-Response/Unsure	20	8	4	Non-Response/Unsure	5	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q12: WORK-RELATED INFORMATION IS SHARED WITHIN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	12	12	Not Important	19	8	5
Somewhat Disagree	74	30	20	Somewhat Important	47	[illegible]	13
Neither Agree or Disagree	18	7	9	Important	63	26	26
Somewhat Agree	78	32	33	Very Important	78	32	40
Strongly Agree	43	17	24	Critical	36	15	14
Non-Response/Unsure	5	2	3	Non-Response/Unsure	4	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q13: I KNOW WHERE TO GET INFORMATION WITHIN THE GOVERNMENT OF NOVA SCOTIA IN ORDER TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	21	9	9	Not Important	24	10	5
Somewhat Disagree	52	21	16	Somewhat Important	46	19	14
Neither Agree or Disagree	19	8	9	Important	55	22	28
Somewhat Agree	65	26	33	Very Important	83	34	38
Strongly Agree	85	34	30	Critical	34	14	13
Non-Response/Unsure	5	2	3	Non-Response/Unsure	5	2	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

ETHICS

Q14: I KNOW WHERE I CAN GO FOR HELP (THE PROCESS) TO RESOLVE WORKPLACE ETHICAL DILEMMAS OR CONFLICTS

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	17	12	Not Important	20	8	5
Somewhat Disagree	51	21	17	Somewhat Important	56	23	13
Neither Agree or Disagree	25	10	9	Important	62	25	28
Somewhat Agree	66	27	29	Very Important	80	32	38
Strongly Agree	58	24	30	Critical	25	10	14
Non-Response/Unsure	5	2	3	Non-Response/Unsure	4	2	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q15: I CAN REPORT CONCERNS RELATED TO WORKPLACE ETHICAL DILEMMAS OR CONFLICTS WITHOUT FEAR OF REPRISAL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	17	18	Not Important	34	14	6
Somewhat Disagree	41	17	17	Somewhat Important	38	15	12
Neither Agree or Disagree	39	16	13	Important	55	22	22
Somewhat Agree	53	22	21	Very Important	73	30	38
Strongly Agree	58	24	25	Critical	43	17	20
Non-Response/Unsure	15	6	6	Non-Response/Unsure	4	2	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

QUALITY OF WORK LIFE

Q16: I AM PROVIDED WITH SUPPORT TO BALANCE MY WORK AND FAMILY LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	19	15	Not Important	34	14	7
Somewhat Disagree	50	20	16	Somewhat Important	37	15	12
Neither Agree or Disagree	35	14	14	Important	39	16	18
Somewhat Agree	44	18	25	Very Important	88	36	41
Strongly Agree	69	28	28	Critical	48	19	20
Non-Response/Unsure	3	1	2	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q17: I HAVE THE RESOURCES (TOOLS, EQUIPMENT, SUPPORT AND INFORMATION) I NEED TO DO MY JOB WELL

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	12	11	Not Important	35	14	8
Somewhat Disagree	60	24	20	Somewhat Important	36	15	10
Neither Agree or Disagree	17	7	6	Important	42	17	14
Somewhat Agree	71	29	33	Very Important	78	32	44
Strongly Agree	67	27	30	Critical	55	22	24
Non-Response/Unsure	3	1	1	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q18: I CAN BALANCE THE DEMANDS OF MY WORK LIFE WITH THE DEMANDS OF MY PERSONAL LIFE

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	13	11	Not Important	42	17	8
Somewhat Disagree	60	24	14	Somewhat Important	29	12	10
Neither Agree or Disagree	13	5	6	Important	34	14	14
Somewhat Agree	58	24	27	Very Important	87	35	43
Strongly Agree	82	33	41	Critical	54	22	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

COMPENSATION / RECOGNITION

Q19: I AM COMPENSATED (SALARY AND BENEFITS) FAIRLY FOR MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	20	21	Not Important	32	13	6
Somewhat Disagree	62	25	25	Somewhat Important	33	13	11
Neither Agree or Disagree	18	7	5	Important	35	14	14
Somewhat Agree	74	30	31	Very Important	105	43	47
Strongly Agree	43	17	17	Critical	39	16	21
Non-Response/Unsure	1	0	1	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q20: I FEEL VALUED FOR MY CONTRIBUTIONS AT WORK

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	12	15	Not Important	33	13	6
Somewhat Disagree	68	28	21	Somewhat Important	41	17	12
Neither Agree or Disagree	20	8	9	Important	28	11	18
Somewhat Agree	69	28	31	Very Important	100	41	47
Strongly Agree	57	23	22	Critical	42	17	16
Non-Response/Unsure	3	1	2	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q21: I RECEIVE RECOGNITION FROM MY SUPERVISOR FOR A JOB WELL DONE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	17	15	Not Important	24	10	4
Somewhat Disagree	41	17	16	Somewhat Important	46	19	13
Neither Agree or Disagree	24	10	10	Important	45	18	22
Somewhat Agree	64	26	28	Very Important	100	41	44
Strongly Agree	71	29	29	Critical	27	11	13
Non-Response/Unsure	6	2	2	Non-Response/Unsure	5	2	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

BENEFITS

Q22: I HAVE A GOOD UNDERSTANDING OF MY BENEFITS IN THE FOLLOWING AREAS:

LIFE INSURANCE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	29	12	9	Not Important	31	13	8
Somewhat Disagree	47	19	16	Somewhat Important	46	19	13
Neither Agree or Disagree	22	9	9	Important	68	28	29
Somewhat Agree	67	27	32	Very Important	82	33	39
Strongly Agree	74	30	30	Critical	12	5	8
Non-Response/Unsure	8	3	4	Non-Response/Unsure	8	3	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

VISION CARE

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	32	13	10	Not Important	15	6	5
Somewhat Disagree	40	16	13	Somewhat Important	50	20	11
Neither Agree or Disagree	23	9	7	Important	66	27	30
Somewhat Agree	61	25	29	Very Important	87	35	41
Strongly Agree	85	34	38	Critical	19	8	9
Non-Response/Unsure	6	2	4	Non-Response/Unsure	10	4	4
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

PRESCRIPTION DRUGS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	8	Not Important	8	3	3
Somewhat Disagree	44	18	12	Somewhat Important	50	20	12
Neither Agree or Disagree	20	8	7	Important	89	36	34
Somewhat Agree	63	26	27	Very Important	80	32	40
Strongly Agree	91	37	42	Critical	17	7	9
Non-Response/Unsure	6	2	4	Non-Response/Unsure	3	1	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

PARAMEDICAL PRACTITIONERS (Physiotherapy, Chiropractor, Psychologist, Chiropodist, Podiatrist)

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	6	Not Important	19	8	4
Somewhat Disagree	43	17	18	Somewhat Important	52	21	14
Neither Agree or Disagree	51	21	15	Important	80	32	34
Somewhat Agree	61	25	29	Very Important	77	31	37
Strongly Agree	64	26	27	Critical	16	7	8
Non-Response/Unsure	5	2	4	Non-Response/Unsure	3	1	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

DENTAL CARE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	11	5	4	Not Important	18	7	4
Somewhat Disagree	38	15	12	Somewhat Important	45	18	12
Neither Agree or Disagree	43	17	13	Important	76	31	32
Somewhat Agree	66	27	29	Very Important	84	34	38
Strongly Agree	81	33	38	Critical	18	7	8
Non-Response/Unsure	8	3	4	Non-Response/Unsure	6	2	5
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q23: I KNOW WHO TO CONTACT REGARDING QUESTIONS ABOUT MY BENEFITS COVERAGE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	14	12	Not Important	10	4	3
Somewhat Disagree	52	21	15	Somewhat Important	49	20	12
Neither Agree or Disagree	17	7	6	Important	76	31	32
Somewhat Agree	46	19	23	Very Important	93	38	40
Strongly Agree	88	36	39	Critical	14	6	9
Non-Response/Unsure	10	4	6	Non-Response/Unsure	5	2	4
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

LEADERSHIP

Q24: I CAN TALK OPENLY WITH MY SUPERVISOR ABOUT MY WORK

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	18	15	Not Important	33	13	6
Somewhat Disagree	38	15	12	Somewhat Important	39	16	11
Neither Agree or Disagree	13	5	4	Important	23	9	13
Somewhat Agree	41	17	23	Very Important	106	43	48
Strongly Agree	109	44	46	Critical	43	17	19
Non-Response/Unsure	1	0	1	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q25: THE LEADERS (Directors and Executive Directors) IN MY DEPARTMENT SET A GOOD EXAMPLE FOR EMPLOYEES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	41	17	17	Not Important	41	17	6
Somewhat Disagree	38	15	18	Somewhat Important	28	11	11
Neither Agree or Disagree	33	13	15	Important	43	17	20
Somewhat Agree	59	24	24	Very Important	89	36	42
Strongly Agree	73	30	22	Critical	46	19	19
Non-Response/Unsure	3	1	3	Non-Response/Unsure	0	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q26: I HAVE CONFIDENCE IN THE LEADERSHIP IN MY DEPARTMENT

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	48	19	18	Not Important	42	17	6
Somewhat Disagree	40	16	20	Somewhat Important	29	12	11
Neither Agree or Disagree	17	7	13	Important	35	14	17
Somewhat Agree	66	27	26	Very Important	98	40	42
Strongly Agree	72	29	22	Critical	42	17	22
Non-Response/Unsure	4	2	2	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q27: MY SUPERVISOR MANAGES CONFLICT IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	17	17	Not Important	27	11	5
Somewhat Disagree	37	15	17	Somewhat Important	40	16	12
Neither Agree or Disagree	43	17	15	Important	54	22	21
Somewhat Agree	69	28	25	Very Important	90	36	43
Strongly Agree	46	19	22	Critical	33	13	17
Non-Response/Unsure	10	4	4	Non-Response/Unsure	3	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q28: SENIOR MANAGEMENT WILL TRY TO RESOLVE ISSUES RAISED BY EMPLOYEES IN THIS SURVEY

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	37	15	20	Not Important	30	12	6
Somewhat Disagree	53	22	19	Somewhat Important	36	15	11
Neither Agree or Disagree	37	15	17	Important	49	20	20
Somewhat Agree	51	21	21	Very Important	80	32	39
Strongly Agree	52	21	15	Critical	51	21	21
Non-Response/Unsure	17	7	8	Non-Response/Unsure	1	0	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

PERSONAL GROWTH

Q29: I HAVE ACCESS TO TRAINING OPPORTUNITIES

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	39	16	12	Not Important	27	11	5
Somewhat Disagree	45	18	16	Somewhat Important	44	18	13
Neither Agree or Disagree	12	5	5	Important	55	22	21
Somewhat Agree	70	28	31	Very Important	98	40	46
Strongly Agree	76	31	35	Critical	23	9	14
Non-Response/Unsure	5	2	1	Non-Response/Unsure	0	0	1
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q30: I AM ENCOURAGED TO SHARE WHAT I HAVE LEARNED WITH OTHERS IN MY WORKGROUP

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	30	12	11	Not Important	14	6	3
Somewhat Disagree	48	19	16	Somewhat Important	52	21	17
Neither Agree or Disagree	35	14	16	Important	91	37	36
Somewhat Agree	66	27	29	Very Important	82	33	37
Strongly Agree	62	25	27	Critical	7	3	6
Non-Response/Unsure	6	2	2	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q31: I CAN APPLY WHAT I HAVE LEARNED IN MY TRAINING TO MY JOB

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	14	10	Not Important	14	6	4
Somewhat Disagree	40	16	11	Somewhat Important	54	22	13
Neither Agree or Disagree	33	13	8	Important	68	28	28
Somewhat Agree	49	20	28	Very Important	99	40	44
Strongly Agree	88	36	41	Critical	11	5	10
Non-Response/Unsure	3	1	2	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q32: I HAVE OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE GOVERNMENT OF NOVA SCOTIA

	Level of Agreement				Level of Importance		
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	61	25	23	Not Important	35	14	7
Somewhat Disagree	58	24	20	Somewhat Important	37	15	14
Neither Agree or Disagree	28	11	14	Important	47	19	26
Somewhat Agree	62	25	24	Very Important	96	39	39
Strongly Agree	29	12	14	Critical	31	13	13
Non-Response/Unsure	9	4	5	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q33: I GET THE TRAINING AND RELATED SUPPORT I NEED TO MEET THE DEMANDS OF MY JOB

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	34	14	11	Not Important	26	11	5
Somewhat Disagree	54	22	20	Somewhat Important	46	19	12
Neither Agree or Disagree	29	12	10	Important	55	22	22
Somewhat Agree	75	30	33	Very Important	85	34	43
Strongly Agree	54	22	25	Critical	34	14	16
Non-Response/Unsure	1	0	1	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

DIVERSITY

Q34: THE GOVERNMENT OF NOVA SCOTIA DEMONSTRATES ITS COMMITMENT TO DIVERSITY IN THE WORKPLACE

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	22	9	9	Not Important	17	7	5
Somewhat Disagree	45	18	15	Somewhat Important	50	20	16
Neither Agree or Disagree	55	22	20	Important	85	34	34
Somewhat Agree	69	28	30	Very Important	68	28	34
Strongly Agree	45	18	20	Critical	27	11	10
Non-Response/Unsure	11	5	6	Non-Response/Unsure	0	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q35: EMPLOYEES IN MY DEPARTMENT ARE RESPECTFUL OF EMPLOYEE DIFFERENCES

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	26	11	9	Not Important	19	8	4
Somewhat Disagree	50	20	16	Somewhat Important	42	17	13
Neither Agree or Disagree	28	11	13	Important	74	30	29
Somewhat Agree	51	21	29	Very Important	79	32	40
Strongly Agree	85	34	30	Critical	33	13	13
Non-Response/Unsure	7	3	3	Non-Response/Unsure	0	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q36: MY DEPARTMENT VALUES DIVERSITY

Level of Agreement	Dept. Responses	Dept. Results (%)	Overall Results (%)	Level of Importance	Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	19	8	8	Not Important	20	8	4
Somewhat Disagree	40	16	13	Somewhat Important	39	16	14
Neither Agree or Disagree	67	27	25	Important	87	35	33
Somewhat Agree	57	23	26	Very Important	69	28	36
Strongly Agree	54	22	21	Critical	32	13	10
Non-Response/Unsure	10	4	8	Non-Response/Unsure	0	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

SAFETY / SECURITY

Q37: MY DEPARTMENT CREATES A SAFE WORK ENVIRONMENT FOR ITS EMPLOYEES

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	45	18	10	Not Important	26	11	7
Somewhat Disagree	40	16	14	Somewhat Important	43	17	9
Neither Agree or Disagree	15	6	5	Important	55	22	17
Somewhat Agree	51	21	29	Very Important	78	32	41
Strongly Agree	93	38	40	Critical	44	18	25
Non-Response/Unsure	3	1	1	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q38: I FEEL SAFE WORKING IN MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	54	22	12	Not Important	28	11	6
Somewhat Disagree	28	11	12	Somewhat Important	40	16	9
Neither Agree or Disagree	8	3	5	Important	52	21	17
Somewhat Agree	35	14	24	Very Important	83	34	42
Strongly Agree	120	49	47	Critical	42	17	24
Non-Response/Unsure	2	1	1	Non-Response/Unsure	2	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q39: HARASSMENT IS NOT TOLERATED IN MY WORKPLACE

Level of Agreement				Level of Importance			
	Responses	Percent (%)	Overall Percent (%)		Responses	Percent (%)	Overall Percent (%)
Strongly Disagree	42	17	12	Not Important	37	15	7
Somewhat Disagree	28	11	11	Somewhat Important	30	12	9
Neither Agree or Disagree	19	8	10	Important	46	19	17
Somewhat Agree	38	15	19	Very Important	79	32	41
Strongly Agree	105	43	42	Critical	53	22	23
Non-Response/Unsure	15	6	6	Non-Response/Unsure	2	1	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q40: I KNOW WHO THE OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES ARE FOR MY WORK AREA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	60	24	15	Not Important	24	10	4
Somewhat Disagree	19	8	7	Somewhat Important	43	17	13
Neither Agree or Disagree	9	4	3	Important	78	32	28
Somewhat Agree	28	11	14	Very Important	72	29	40
Strongly Agree	114	46	56	Critical	29	12	14
Non-Response/Unsure	17	7	5	Non-Response/Unsure	1	0	2
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

RETENTION

Q41: I WOULD RECOMMEND THE GOVERNMENT OF NOVA SCOTIA AS ONE OF THE BEST PLACES TO WORK IN MY COMMUNITY

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	12	Not Important	17	7	5
Somewhat Disagree	58	24	20	Somewhat Important	48	19	16
Neither Agree or Disagree	37	15	15	Important	87	35	33
Somewhat Agree	91	37	31	Very Important	76	31	35
Strongly Agree	35	14	19	Critical	13	5	6
Non-Response/Unsure	3	1	2	Non-Response/Unsure	6	2	5
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q42: I INTEND TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA FOR:

THE NEXT FIVE YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	20	15	Not Important	30	12	8
Somewhat Disagree	23	9	6	Somewhat Important	35	14	12
Neither Agree or Disagree	22	9	8	Important	61	25	20
Somewhat Agree	27	11	11	Very Important	64	26	28
Strongly Agree	75	30	33	Critical	27	11	10
Non-Response/Unsure	51	21	27	Non-Response/Unsure	30	12	22
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

THE NEXT TEN YEARS

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	46	19	16	Not Important	33	13	10
Somewhat Disagree	27	11	6	Somewhat Important	32	13	12
Neither Agree or Disagree	23	9	9	Important	58	24	21
Somewhat Agree	33	13	11	Very Important	57	23	29
Strongly Agree	58	23	33	Critical	30	12	12
Non-Response/Unsure	60	24	26	Non-Response/Unsure	37	15	17
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q43: I SEE A FUTURE FOR MY CAREER, WORKING FOR THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	42	17	15	Not Important	31	13	9
Somewhat Disagree	49	20	14	Somewhat Important	46	19	13
Neither Agree or Disagree	36	15	16	Important	63	26	23
Somewhat Agree	51	21	22	Very Important	76	31	39
Strongly Agree	55	22	27	Critical	24	10	12
Non-Response/Unsure	14	6	7	Non-Response/Unsure	7	3	4
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q46: EVEN IF OFFERED A SIMILAR JOB WITH SLIGHTLY HIGHER PAY ELSEWHERE IN MY COMMUNITY, I WOULD STAY WITH THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	35	14	18	Not Important	26	11	6
Somewhat Disagree	38	15	14	Somewhat Important	47	19	15
Neither Agree or Disagree	45	18	13	Important	74	30	29
Somewhat Agree	45	18	17	Very Important	68	28	37
Strongly Agree	59	24	29	Critical	21	9	9
Non-Response/Unsure	25	10	10	Non-Response/Unsure	11	5	4
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

OTHER

Q44: HIRING IN THE GOVERNMENT OF NOVA SCOTIA IS BASED ON MERIT

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	44	18	19	Not Important	30	12	7
Somewhat Disagree	63	26	21	Somewhat Important	43	17	12
Neither Agree or Disagree	33	13	15	Important	43	17	19
Somewhat Agree	55	22	25	Very Important	77	31	41
Strongly Agree	37	15	14	Critical	49	20	19
Non-Response/Unsure	15	6	7	Non-Response/Unsure	5	2	4
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q45: EMPLOYEES HAVE ACCESS TO JOB POSTINGS WITHIN THE GOVERNMENT OF NOVA SCOTIA

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	49	20	14	Not Important	24	10	4
Somewhat Disagree	36	15	9	Somewhat Important	45	18	12
Neither Agree or Disagree	12	5	4	Important	61	25	22
Somewhat Agree	35	14	19	Very Important	78	32	47
Strongly Agree	113	46	53	Critical	38	15	13
Non-Response/Unsure	2	1	2	Non-Response/Unsure	1	0	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q47: I HAVE THE REQUIRED QUALIFICATIONS TO MEET THE NEEDS OF MY JOB

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	57	23	15	Not Important	32	13	7
Somewhat Disagree	19	8	4	Somewhat Important	40	16	10
Neither Agree or Disagree	5	2	2	Important	24	10	13
Somewhat Agree	19	8	9	Very Important	110	45	48
Strongly Agree	147	60	69	Critical	39	16	20
Non-Response/Unsure	0	0	1	Non-Response/Unsure	2	1	3
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

Q48: I WORK FOR AN EFFECTIVE ORGANIZATION; IN OTHER WORDS, MY DEPARTMENT REGULARLY ACHIEVES THE GOALS SET OUT IN OUR BUSINESS PLAN

Level of Agreement				Level of Importance			
	Dept. Responses	Dept. Results (%)	Overall Results (%)		Dept. Responses	Dept. Results (%)	Overall Results (%)
Strongly Disagree	23	9	12	Not Important	15	6	5
Somewhat Disagree	53	22	15	Somewhat Important	57	23	13
Neither Agree or Disagree	26	11	16	Important	46	19	25
Somewhat Agree	65	26	25	Very Important	97	39	42
Strongly Agree	58	24	21	Critical	28	11	12
Non-Response/Unsure	22	9	11	Non-Response/Unsure	4	2	4
TOTAL	**247**	**100**	**100**	**TOTAL**	**247**	**100**	**100**

NOVA SCOTIA
Public Service Commission
Office of the Commissioner

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MEMORANDUM

To: Deputy Ministers/CEOs

From: Richard (Rick) C.J. Nurse, M.H.Sc.
Commissioner

Howard Windsor
Deputy Minister, Office of the Premier

Date: **August 4, 2004**

Subject: **Response to 2004 Employee Survey**

As you know, in February of this year, government sent an employee survey to more that 8,000 employees - to ask employees for their opinions and to find ways to make the workplace better. The survey asked for opinions about how well the work environment supported staff and in turn, encouraged a culture of service excellence.

The survey measured ten dimensions of the work environment:

- leadership
- communication
- compensation & benefits
- personal growth
- recruitment & retention
- quality of work life
- employee involvement
- diversity
- teamwork
- safety & security

At the time of the survey, we committed to reporting the results to you objectively this summer - we are doing that today. We believe that asking employees their opinions of the workplace is an essential first step towards improving the workplace experience. It is also an essential step towards building a strong and responsive public service. The survey results provide government with a good indication of the perceptions and beliefs of public servants. They also provide a benchmark which will be used to measure progress when comparing these results with these of future surveys.

We are very encouraged by the level of employee participation in responding to the survey. It was the first time that government had surveyed its employees in this way and more than half of you took the time to respond. Thank you.

Some Strengths and Some Areas of Concern

We are also encouraged by the many favourable perceptions expressed by staff and will be taking action to better understand and to improve perceptions where areas of concern are identified in the survey report.

The survey report provides government with a number of recommendations and we intend to act on these recommendations in the weeks and months ahead.

FOCUS OF RECOMMENDATIONS AND RESPONSES:

☐ **Recommendation - Celebrate and Continue to Build on Identified Strengths**

There were 20 questions which had a favourable response from employees. Many of employees believe that their supervisors listen and that they can speak openly to their supervisors, that training and development opportunities are available to them and that their workplace is safe.

➢ **Response - Build on Our Strengths**
Government will sustain its commitment to making training and development opportunities available to all employees and to ensuring a safe and supportive workplace - by meeting and, where possible, going "beyond compliance" with OH&S legislative regulations, policies and best practices.

☐ **Recommendation - Commit to Action and Follow up**

➢ **Response**
Government is committed to consistent and coordinated action in response to this employee survey. Government is also committed to providing regular reports to employees and to communicate on progress.

☐ **Recommendation - Create an Advisory Committee**

➢ **Response**
An Employee Survey Advisory Committee will be established to monitor government's actions in response to the 2004 employee survey.

☐ **Recommendation - Use Results to Guide Corporate Human Resources Strategy Plan**

➢ **Response**
We are committed to completing and implementing, a corporate human resources plan - as proposed in government's 2004 - 2005 business plan. This plan will contain specific references to the employee survey findings and responses in such areas as recruitment, hiring practices, valuing diversity, succession and career planning, wellness, and recognition for employees.

☐ **Recommendation - Survey Regularly**

➢ **Response**
Employee survey, (focused and organization-wide), will be conducted regularly in future years.

☐ **Recommendation - Examine Reasons for Concerns about Hiring Practices (Merit) and Career Advancement**

Some employees (40%) expressed the opinion that government does not hire on the basis of merit (or candidate qualifications) and 44% report that career opportunities in the public service may be limited. (38% of employees feel that hiring is based on merit, and that career advancement opportunities are available).

➢ **Response**
Career and succession management strategy - Government's human resources plan will include a comprehensive career and succession management strategy aimed at attracting new talent and preparing current staff for career opportunities that will arise in the next 5-10 years.

Merit/staffing audits - The Public Service Commission has included merit/staffing audits in its 2004 - 2005 business plan and this review will take into consideration employee perceptions of hiring practices that were outlined in the employee survey results.

Diversity - Hiring practices will also be reviewed with a stronger emphasis on valuing diversity in our environment and in the public service.

☐ **Recommendation - Examine Ways to Encourage Employees to Remain in Public Service**

Almost 50% of government employees anticipate leaving the public service in the next 5-10 years. (While almost 50% would stay in public service even if offered a similar job with slightly higher pay elsewhere in their community).

➢ **Response**
Government's human resources plan will include programs and initiatives aimed at encouraging employees to remain with the public service as an "employer of choice". These programs and initiatives also address the need to encourage both young and mature workers to join or remain with the public service.

☐ **Recommendation - Examine Ways to Support Employees Who Wish to Discuss/Disclose Ethical Concerns**

Of those who completed the survey, 46%, believe that they can report concerns related to workplace ethics or conflicts without fear of reprisal.

➢ **Response**
Government has announced its intentions to approve new regulations, which will give guidance and support to employees who wish to bring issues of wrongdoing to the attention of senior group officials.

☐ **Recommendation - Strengthen Leadership & Re-affirm Diversity Commitment**

Many employees (36%) express the perception that department leaders do not set a good example for staff, and 21% feel their department does not place sufficient value on workplace diversity.

➢ **Response**

Leadership Development Program will continue to focus on government's commitment to:

- leadership competencies
- consistent human resource practices
- succession management and HR Development
- valuing diversification
- corporate code of conduct
- valuing driven decision making and leadership

As noted earlier, a valuing diversity initiative aimed at achieving a more diverse workplace, including full implementation of the Affirmative Action policy will be implemented by government, through the Public Service Commission.

Leadership Development Programs will strengthen leaders' focus on conflict resolution, relationship building and communication in response to these employee perceptions.

☐ **Recommendation - Organizational Effectiveness and Communications**

A number of employees (27%) don't believe that department goals and objectives are regularly achieved and others (35%) report not receiving communication about department business plans.

➢ **Response:**

Processes for development and for reporting progress on department (and corporate) business plans will be reviewed to encourage more staff involvement, and to ensure more effective tracking and reporting of progress and success.

☐ **Recommendation - Compensation and Recognition**

Many staff (46%) do not feel that they are fairly compensated for the work they do.

➢ **Response**

Government will continue to monitor the relationship between salaries in the public and private sectors, examining comparable rates.

Government will continue to work with all staff to show that the public is getting good value for its investment in public services and public servants.

Government will continue to bargain in good faith and representation of its unionized employees.

Government will research an organization-wide recognition program which will seek to properly recognize staff performance, service excellence and best practices throughout the Nova Scotia Public Service.

Where to from Here?

The survey has provided valuable insight into what we do well and what we need to improve upon. We now have the information, we need to make meaningful and lasting improvements to our workplace. Change will take time and a lot of work, but we are committed to acting on the opinions provided by public servants.

As noted above, one of the key recommendations is to establish an Advisory Committee to monitor our progress in responding to the 2004 employee survey. We will move to create this advisory group in the early fall and it will be chaired by Howard Windsor, Deputy Minister, Office of the Premier. If you have any advice on the mandate, or members of the Advisory Committee, please contact Rick Nurse at the Public Service Commission, where coordination of the committee's role will occur.

Information from the survey will be used in many ways – it will inform the proposed corporate human resources plan and future corporate and department-level business plans. Each government department will review its department-specific results and will also establish department-level action plans to guide their follow up and their survey results. To the extent possible, departments will action to gain a full understanding of the perceptions and beliefs expressed by staff, and then take whatever action this additional analysis suggests will be helpful. Where, in their opinion, a more organization-wide policy or program response is needed, advice and recommendations will be sent to the Public Service Commission for consideration and follow up.

We commit to providing you with regular updates of our progress. We'll measure our progress by touching base with some of you over the next two years through mini-surveys. In year three, government will undertake a full employee survey as was done this year, to see what progress has been made.

Again, thank you for your contributions to the survey and follow up processes.

Original signed by

Howard Windsor
Deputy Minister
Office of the Premier

Original signed by

Richard (Rick) C.J. Nurse, M.H.Sc.
Commissioner
Public Service Commission

cc: HR Directors
PSC Executive Team

Last updated: August 3, 2004

Frequently Asked Questions-- Employee Survey Results
Government of Nova Scotia
August 2004

1. Why was an employee survey conducted?

The survey was conducted in February 2004 to gather employee input regarding the government work environment. The survey results provide information to help improve the workplace for you and your colleagues. This is achieved by pointing out where government has strengths that should be shared across departments, and where employee perceptions may signal a need for improvements in communications and/or changes in practice. The survey results also provide information to support business and strategic planning, human resources management, policy development, and evaluation and audit activities. Finally, the survey results provide a starting point for government to use, in order to track and monitor progress towards improving the work life of public servants and the quality of services delivered to the public.

2. What do the results indicate?

Overall, employees responded positively to the survey questions. Over 4300 employees participated, representing a response rate of 53%; some departments had response rates as high as 70%. The results are representative of employee opinions, beliefs and perceptions. Among the strengths of the Government work environment are perceptions of teamwork, communications, occupational health and safety, benefits, and training. Areas for improvement include perceptions of leadership, merit-based hiring, career advancement opportunities, and retention. (Further details are included in the results report).

3. What's in it for me as an employee?

The employee survey provides you with an opportunity to provide candid input to help shape the work environment and create a better workplace for you and your colleagues. Employees can participate in discussions within their workgroups, with their supervisors and managers, to support positive action in response to the survey results. Employees may also have an opportunity to participate in further research activities, to explore and better understand survey results. Finally, your input, via the survey results, is integrated into government's corporate human resources plan and each department's business plan, and is an indicator of your department's performance.

4. What will be done with the results?

The results have been presented in an audit report that outlines strengths, opportunities for improvement, immediate areas of concern, and trends. The Public Service Commission (PSC), on behalf of government, is coordinating government's response to the results. Senior management teams throughout departments are preparing department responses and action plans. Employees may be asked to participate in further research activities to explore the issues raised in the survey. Performance targets based on the employee survey results will form part of government's business planning process, and integrated into annual business and accountability reporting. Additionally, strengths that have been outlined in the report will be celebrated, and success stories shared across government. Actions taken in response to the survey will be communicated regularly and follow up surveys will be conducted to measure any changes in opinion that may occur.

Last updated: August 3, 2004

5. How do I found out what is happening in my department?

Senior management teams across government departments, under the direction of the department's deputy minister and in coordination with the Public Service Commission (PSC), are preparing responses and plans for action.

6. Will I hear about progress?

Yes, departments and the PSC will keep you up-to-date on progress throughout the year. In addition, you can visit the survey website, www.gov.ns.ca/psc/survey, where information on how and what is being done will be available.

7. How do I read and interpret the data?

There are two components to the results report; Volume I contains government-wide survey results and Volume II contains department-specific results.

Responses provided by employees are categorized into three areas: *favourable responses* (when employees selected somewhat or strongly agree), *neutral responses* (when employees selected neither agree or disagree), and *unfavourable responses* (when employees selected somewhat or strongly disagree). The percentage of favourable responses is most often cited in the report.

As an example, 68% of employees report they can balance the demands of their work and personal lives. Sixty-eight per cent refers to the percentage of respondents who chose either somewhat or strongly agree to the question on the survey that asked about balancing work and personal life demands.

8. Can I see the results for my workgroup, division, and/or location?

The results were not sorted by division or location. Extra care went into ensuring that responses were anonymous, some divisions and locations have fewer than ten employees; therefore, the results were only sorted according to department and general demographic information (age, gender, years of experience, etc.)

9. How do we compare to other organizations?

In general, results from the Government of Nova Scotia employee survey are comparable to other organizations in the public sector in Canada. Direct comparisons on a question-by-question basis is not available, as there are differences in question wording, survey methods, survey design, and analysis. Managers and employees are encouraged to look at their department results as they compare to the overall results, and to develop performance targets that take this information into consideration.

10. Who conducted the survey? Who analyzed the results?

The Evaluation and Audit division of the PSC planned, designed, and conducted the survey, with support from the PSC's senior management team. An outside firm, Sierra Systems Group, reviewed the survey instrument, received all completed surveys, coded survey data to prepare for data analysis, and conducted statistical analysis with the Evaluation and Audit division.

11. How were the survey questions developed?

A comprehensive literature review, review of other public and private sector employee surveys, and related research was conducted to support the creation of the survey. In addition, Human Resource Directors from CSUs across Government, PSC senior management team members, and divisional representatives from the PSC provided input into the creation of the survey tool.

12. Can I see my department's results in addition to the overall results?

Yes, department-specific results are outlined in Volume II of the report. Further details are outlined on the website, www.gov.ns.ca/psc/survey.

13. Why was I not included as a participant in the survey?

All permanent civil servants, CUPE Local 1867, and NSGEU Local 480 employees, as of December 1st, 2003 were provided with an opportunity to participate in the survey in February 2004. Neither contract nor casual employees were included in the survey; however, these groups may be included in future surveys.

14. Will other employee surveys be conducted in the near future?

The PSC, on behalf of government, will conduct a follow up employee survey in the winter of 2005, with a representative sample of employees. (The overall employee population will be surveyed every 3-5 years to re-establish the baseline of data to be used for comparisons and to monitor progress).

15. Who can I contact for more information?

Please talk to your Supervisor or Manager if you have questions regarding your department's response to the employee survey results. You can also visit the survey website for more information, www.gov.ns.ca/psc/survey. If you have questions regarding detailed survey results or the survey methodology, please contact Carrie Hotton, Program Evaluator in the Evaluation and Audit division, hottonca@gov.ns.ca, or (902) 424-6655.